

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

MINUTES OF THE REGULAR MEETING
OF THE FACULTY SENATE HELD ON
MAY 9, 1997, IN THE ELLIOTT ROOM,
UNIVERSITY CLUB, MARVIN CENTER

The meeting was called to order in the absence of the President by Vice President Lehman at 2:15 p.m.

Present: Vice President Lehman, Registrar Selinsky, Parliamentarian Pagel; Deans Futrell and Mazzuchi; Professors Agnew, Boswell, Griffith, Gupta, Harrauld, Johnston, Kahn, McAleavey, Robinson, Silber, Simon, Slaby, Smith, Solomon, Wirtz, Yezer, and Youens

Absent: President Trachtenberg, Deans Caress, Fowler, Friedenthal, Harding, and Keimowitz; Professors Captain, Castleberry, Cawley, Harrington, Ludlow, Lynch, Peroni, Seale, and Sodaro

INTRODUCTION OF NEW SENATE MEMBERS

Vice President Lehman introduced the following new members of the Senate: Professors David W. McAleavey, and Gary L. Simon. (Professors Sharon H. Lynch and Michael J. Sodaro were not present). Re-elected Senate members were Professors John G. Boswell, James F. Cawley, Murli M. Gupta, John R. Harrauld, Robert Peroni, William E. Seale, David E. Silber, Philip W. Wirtz, and Anthony M. Yezer.

APPROVAL OF THE MINUTES

The minutes of the regular meeting of April 11, 1997, were approved as distributed.

RESOLUTIONS

I. RESOLUTION 97/1, "A RESOLUTION TO AMEND THE BYLAWS OF THE FACULTY SENATE"

Since Professor Emeritus Peter Hill could not be present at the Senate meeting, Professor Boswell introduced Resolution 97/1 and commented briefly on its origins. He explained that a Special Committee consisting of Professors Hill, Deering, and Yeide had been charged by Senate Resolution 96/9 to draft language to amend the Senate bylaws in ways that define the responsibilities of elected Senate Members and Senate Committees whose actions might be questioned. Professor Boswell reminded the Senate that the need for a Special Committee had originated in an attempt on the part of a

faculty member to assert a grievance against the Executive Committee alleging that the Committee did not adhere to correct procedure in a grievance case against that member.

Professor Boswell then offered an amendment, suggested by Professor Hill, to Resolving Clause two of Resolution 97/1. In order to keep the language of the first and second Resolving Clauses parallel, Professor Boswell moved to strike the words "a violation," and substitute the phrase "such a failure" in its place. Professor Griffith seconded the motion.

Discussion followed. Professor Griffith said he thought that Resolution 97/1 addressed only failure to follow Senate rules and procedures, not failure to follow the Faculty Code in a Code-mandated Executive Committee function. Furthermore, the Special Report suggested that complete resolution of this sort of problem would have to await the Report of the Special Committee to Review Grievance Procedures chaired by Professor Cheh. Professor Griffith concluded with a recommendation that the Senate defer action on Resolution 97/1 until the Special Committee report was received.

Professor Robinson pointed out that, in amending the Senate's bylaws, Resolution 97/1 really sought to indirectly change the Faculty Code. Thus, she said, the Resolution should be referred to the Committee on Professional Ethics and Academic Freedom for its review. She noted that the Resolution seems to set up a judicial role for the Senate which was not intended in the Faculty Code, and she added that Senate members ought to consider whether or not they wished to take on such a responsibility. She agreed with Professor Griffith that action should be deferred on the Resolution until Professor Cheh's committee had finished their review.

Professor Kahn said he had reservations about the details of the procedures outlined in the Resolution for handling such matters. Professor Kahn then moved that the Resolution be referred to the Professional Ethics Committee for their consideration. Professor Griffith seconded the motion.

Further discussion followed by Professors Silber, Deering, and Griffith. The question was called, the motion put, and the referral of Resolution 97/1 to the Professional Ethics Committee was approved unanimously. (Resolution 97/1 is attached)

II. RESOLUTION 97/2 "A RESOLUTION TO RE-AFFIRM THE POLICY ON CONFLICT OF INTEREST FOR FACULTY MEMBERS OF THE GEORGE WASHINGTON UNIVERSITY AND TO ENDORSE THE PROCEDURES FOR REVIEW OF POSSIBLE FACULTY CONFLICTS OF INTEREST"

On behalf of Professor Harrington, Professor Johnston briefed the Senate on the background of Resolution 97/2. The work of the Ad Hoc Committee on A Conflict of Interest Policy for Faculty originally began as that of a Joint Faculty-Administration-Trustee Committee to consider a University-wide policy on Conflicts of Interest. However, it became clear that the Trustees had their own policy governing conflicts of interest, and that the administration did too. Since the Ad Hoc Committee was charged solely with considering a policy on conflict of interest for faculty, the committee was reconstituted to consist of faculty members only. The Ad Hoc Committee was fortunate in having Professor Tom Morgan of the Law School as a member inasmuch as he is one of the two or three outstanding individuals in the country in the field of legal ethics. Both he and Professor Harrington expended considerable effort in bringing the policy to its present stage. Professor Johnston also noted the participation of Professors Robinson and Wirtz on the Ad Hoc Committee. The Ad Hoc Committee designed procedures for review of possible faculty conflicts of interest, to implement the Policy on Conflicts of Interest approved by the Senate in 1990. These procedures are outlined in Appendix II of the Ad Hoc Committee's report.

Professor Johnston briefly reviewed major provisions of the proposed procedure. The first section of Appendix II provides for reporting of faculty activities and acknowledgement that they present no conflict of interest, a sort of "advisory opinion." Section II of Appendix II outlines procedures for resolving disputes about what conduct constitutes a conflict of interest, and provides that a five member panel elected in each school (the Conflicts Consultation Committee) would initially consider such cases. In the event agreement could not be reached at this level, a University wide panel would consider the matter further. The University Conflicts Resolution Panel would be composed of two faculty members from each School elected from among those who also serve on the School's Conflicts Consultation Committee, with the proviso that members of such a Panel from the School from whose Committee the appeal was taken were prohibited from participation in the appeal.

Professor Griffith stated that he wished to propose several minor changes to the wording of the new Procedures outlined in Appendix II. To achieve that end, he offered a multi-part motion, first to amend the second Resolving Clause to indicate Senate acceptance of the Procedures "as amended," and then to make several changes to the Procedures themselves, essentially to clarify ambiguities in the current text. After noting a typographical error to be corrected in paragraph II. C, which should read "Either the Dean or the faculty member," he then suggested adding the word "[potential]" before the word "significant." Discussion on this point followed at some length by Professors Griffith, Johnston, Silber, Simon, and Kahn, and it was agreed that the phrase "or a significant

potential conflict of interest" be added to Section I A of Appendix II after the phrase "present a significant conflict of interest,".

All of Professor Griffith's suggestions were accepted as friendly amendments by Professor Johnston.

Professor Yezer observed that the proposed procedures did not seem to provide for reporting to the Senate on the outcome of these cases. Professor Griffith then moved that such a provision be added to Appendix II by appending the words "The University Conflicts Resolution Panel shall also render a summary report to the Faculty Senate annually." Professor Yezer seconded the motion. Following further discussion, the word "summary" was deleted from the amendment. The question was called, the motion, put, and the amendment was approved unanimously.

The question was then called on Resolution 97/2, the motion put, and Resolution 97/2, as amended, was approved unanimously. (Resolution 97/2 is attached.)

III. RESOLUTION 97/3, "A RESOLUTION REGARDING NONDISCRIMINATION"

On behalf of the Committee on Professional Ethics and Academic Freedom, Professor Robinson introduced Resolution 97/3. She characterized the Resolution as brief and straightforward, because it simply adds the term "sexual orientation" to the Faculty Code in Section IV.E., Nondiscrimination (page 10). This addition would make the section on nondiscrimination consistent with other published University documents. Professor Robinson also noted that the Committee had consulted University legal counsel before proposing this change to the Faculty Senate, and they had detected no problems with the additional language.

The question was called, the motion put, and Resolution 97/3 was approved unanimously. (Resolution 97/3 is attached.)

IV. RESOLUTION 97/4, "A RESOLUTION EXPRESSING SUPPORT OF PROPOSED CHANGES IN THE POLICIES OF THE GELMAN LIBRARY REGARDING ACCESS AND CIRCULATION"

On behalf of the Senate Committee on Libraries, Professor Smith introduced Resolution 97/4. He told the Senate that the Gelman Library has been encountering some problems recently in providing services to its constituency, and that University Librarian Jack Siggins and his staff have proposed new policies to deal with these problems. The purpose of Resolution 97/4, he said, was for the Senate to express support for these policies, even though the Library could have made these changes on its own motion.

The first problem the Proposed Gelman Library Access Policy seeks to address is that of increased use of the facility. Gelman staff has, therefore, proposed that access to the collection be selectively restricted.

The second policy proposed concerns accessibility of the Gelman collection to users. That accessibility is hampered by the number of overdue books, charged primarily to faculty, and the result is diminished use of the collection. In order to address this problem, the Access Policy provides that if a faculty member has a book that is overdue for more than 30 days, borrowing privileges would be blocked.

The third policy proposed concerns an even more serious problem, that of failure to comply with recall notices for books charged out. In place of the Gelman Policy stipulating that books would be subject to recall after having been charged out for three weeks, the proposed Access Policy provides that books that have been charged out for 10 days would be subject to recall if another user has requested the book. Current fines of \$.50 per day to a maximum of \$15.00 would be replaced with a fine of \$10.00 per day, to a maximum of \$300.00.

Professor Smith then pointed out that both University Librarian Siggins, and Jon Melegrito of Circulation and Reserve Books, were present to answer any questions the Senate might have.

Professor Gupta expressed dissatisfaction with the proposed recall policy, saying he thought that 10 days was too little, and \$10.00 too much. Professor Gupta also took issue with the manner in which Gelman Library seeks to recall books. He said a telephone call he characterized as rude was received at his home seeking return of a requested book, and that he had not received any written notification about the book prior to the call.

Professor Smith responded to Professor Gupta's concern by saying that, under the proposed policy, faculty would have 20 days to return a recalled book, i.e., 10 days before the book was subject to recall, and 10 days from the date of the notification. He also said that the proposed Access Policy was not about money, but rather about facilitating Gelman's recovery of library materials.

Professor Griffith said he thought that there were probably abuses that needed to be addressed, but that he would be happier if he had more confidence in the notification policy of the Circulation Department. He said he sometimes had received overdue notices for books he had already returned, and he does not always receive timely notices for overdue books, and that, until the Circulation Department could be quite assured it's actually getting out notices, it ought to go slowly in terms of imposing penalties. Professor Griffith added that he thought changing the borrowing period for books to one

semester (rather than a rolling return date) was probably a good idea.

Jon Melegrito of the Gelman staff addressed Professor Griffith's concern by giving his guarantee and assurance that if a book were recalled, faculty members would be contacted personally, by telephone.

Professor Silber said he thought that blocking privileges for overdue books might be all right, but that the proposed fines for recalled books were excessive. It also seemed to him that those most likely to be penalized were student borrowers.

Mr. Melegrito responded to Professor Silber's remarks by assuring the Senate that undergraduate and graduate students had been consulted before the Access Policy proposal was finalized. They had expressed support for the proposal as a means of alleviating frustration they had experienced because of their inability to get a book. Mr. Melegrito reiterated that the Library's intent was not so much to collect money for policy violations, but to encourage, within 10 days, the return of a recalled book. He further assured the Senate that if extenuating circumstances were a factor in the non-return of a book, these situations would be considered on a case-by-case basis.

Professor Boswell expressed support for the Access Policy and suggested that a surefire means of notifying faculty would be by use of e-mail. He also voiced confidence in the Library staff's ability to solve possible problems caused by the policy as they came up.

Professor Wirtz said he agreed completely with Professor Boswell, and added that it was important that the faculty be willing to confront this situation and show their support for the Library in solving this serious problem.

Professor Johnston expressed reluctance to endorse the Policy, saying he thought the Access Policy was well-intentioned, but potentially would be a disaster, particularly if fines were enforced against students, but not against faculty.

Professor Griffith asked Mr. Melegrito to specify exactly how the Library would notify faculty about overdue books. Mr. Melegrito told the Senate that faculty would receive an overdue book notice within 3 days of the due date, followed by another notice 30 days afterward. Faculty would thus receive two notices before their borrowing privileges were blocked. Gelman Library is in the process of installing a new system, Endeavor, which will have e-mail capabilities, and if faculty prefer to be notified by e-mail, the Library would potentially be able to do that.

Professor Griffith said that he thought if the first overdue notice did not bring a response, then certainly the second one should come by e-mail, and that he supported Professor Boswell's high-tech solution to the notification problem.

Professor Yezer expressed the opinion that the recall proposal was far too large a change, and that the Library might be inviting people to buy a book rather than pay a \$300 fine.

Professor Youens said she was concerned about the lack of notices for interlibrary loan books, and added she did not support the idea of receiving a telephone call leaving with a household member information that might be financially significant.

Professor Kahn expressed reservations about the Senate endorsing the Access Policy since the Library could implement it on its own, without Senate approval, and might feel constrained not to change the policy in the future because the Faculty Senate had endorsed it.

Professor Harrauld asked about the nature of the collection mechanism and about how the number of books chargeable in a given semester for graduate students was determined.

Mr. Siggins advised the Senate that fines of \$.50 per day seemed to have little, if any, effect upon faculty who hold on to books others want. There are presently over 200 faculty who have outstanding fines ranging anywhere from \$200 to \$4,000. He also said that other universities have implemented similar policies with good results, the reason being that faculty have understood why such policies were important. The recall policy is only one of a number of things the Library is doing to improve the accessibility of its collection. Other means of improving accessibility include expanding the book budget, limiting access to materials, improving security, and conducting an inventory of the Library's holdings. Mr. Siggins concluded by urging the Senate to give the Access Policy its wholehearted support.

Professor Griffith moved that the Resolving Clause of Resolution 97/4 be amended to qualify the Senate's support for the Access Policy by adding the phrase "provided that means of notification are made adequately timely and effective." after the word "collection" and that the period after "collection" be changed to a comma, ^{and the motion was recorded *} Professor Boswell called the question on the motion, * Nine members of the Senate voted to approve the Resolution, as amended, and nine members voted to reject Resolution 97/4. Vice President Lehman cast his vote in favor of the Resolution to break the tie. Resolution 97/4 was thus approved. (Resolution 97/4 is attached.)

* and the motion was approved. (Language inadvertently omitted)

V. REPORT OF THE JOINT FACULTY-ADMINISTRATION TASK FORCE ON
RETIREMENT OPPORTUNITIES AND INCENTIVES TO FACULTY

Professor Gupta briefed the Senate on the Final Report of the Task Force. He reminded the Senate that the Task Force had been established in November, 1994, but had not begun its work until Fall, 1995. The Task Force worked first with Vice President French, and then with Interim Vice President Salamon, and most recently, with Vice President Lehman.

The Task Force examined what other universities, in this country and outside, were doing to offer retirement opportunities and incentives to faculty. A considerable number have put incentives in place to provide a terminal gratuity or provide incentives for faculty to retire, and a number of those who do not have programs in place are considering them.

According to Professor Gupta, when the Task Force began its work it was hopeful that perhaps the University would adopt a program like that at the University of Chicago, where a window of opportunity would be opened for faculty to retire. The goals of the Task Force were disclosure and equity, because complaints had been heard that many faculty were not aware that they could negotiate a retirement package with the administration. Unfortunately, he continued, the administration opted to achieve such equity by declaring a moratorium on any sort of retirement negotiations with faculty.

Professor Griffith asked Vice President Lehman what the rationale was for applying a moratorium on faculty-administration retirement negotiations. Vice President Lehman replied that the issue before the Task Force was equity, and that when this issue was discussed in the Senior Staff meeting it was decided that if a retirement package is equitable in the sense that everybody gets the same thing, then it is no longer an incentive, but a guarantee. It was therefore decided that a moratorium on severance package negotiations should be imposed. While no time limit was specified for this moratorium, it could conceivably be lifted at some point in the future.

Professor Griffith said he thought that the idea behind the Task Force was development of a framework within which retirement negotiations would take place, which did not imply that everybody would be treated in the same way. Vice President Lehman responded that he thought that would be a reasonable approach provided that the retirement packages worked out with faculty would remain confidential. As matters presently stand, they don't, and what happens is that everybody wants the same thing, rendering the incentive meaningless.

Professor Gupta continued briefly, saying that one positive

effect of the Task Force's work was an improvement in health benefits for retirees in the form of a significant increase in the University's contribution (from \$40.00 to \$121.19) for faculty members between the ages of 62 and 70.* He concluded by saying that most members of the Task Force were not happy with the outcome of their deliberations.

Professor Lehman thanked Professor Gupta for his Report and turned to the next item on the Agenda, General Business.

GENERAL BUSINESS

I. APPROVAL OF DATES FOR REGULAR SENATE MEETINGS IN THE 1997-98 SESSION

Approval of the dates for the regular meetings of the Faculty Senate for the 1997-98 Session was moved and seconded. The following dates were approved:

May 9, 1997	January 16, 1998
September 12, 1997	February 13, 1998
October 17, 1997	March 13, 1998
November 14, 1997	April 10, 1998
December 12, 1997	

NOTE: The Faculty Senate meetings are held in the Elliott Room, University Club, Marvin Center, at 2:10 p.m.

II. NOMINATION FOR APPOINTMENT BY THE PRESIDENT OF PARLIAMENTARIAN OF THE FACULTY SENATE FOR THE 1997-98 SESSION

Professor Boswell moved the nomination for appointment by the President of Professor Scott B. Pagel as Parliamentarian of the Faculty Senate for the 1997-98 Session. The nomination of Professor Pagel was approved.

III. NOMINATIONS FOR ELECTION OF CHAIRS AND MEMBERS OF FACULTY SENATE STANDING COMMITTEES FOR THE 1997-98 SESSION

Professor Robinson moved the nominations for election of Chairs and members of Senate Standing Committees for the 1997-98 Session. The nominations were approved. (List of Chairs and Members of Faculty Senate Standing Committees is enclosed.)

IV. NOMINATIONS FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

Professor Silber moved the nominations for appointment to

*Please see attached addendum added in proof by Vice President Lehman 8/27/97.

the following Administrative Committees: Committee on the University Bookstore: David A. Rowley, Stephen McGraw, and Harry E. Yeide; GW Forum: Debra Bruno, Editor-in-Chief, Michael Moses and Jeffrey L. Stephanic; Safety & Security Advisory Committee: Brian J. Maguire, Patricia Sullivan, and Gregory Ludlow, Chair of the Senate Committee on Physical Facilities; Space Committee: Bradley W. Sabelli and Gregory Ludlow, Chair of the Senate Committee on Physical Facilities; Joint Committee of Faculty and Students: Laura S. Youens, Faculty Co-Chair, Hugh L. Agnew, Barbara Detrick, Jonathan D. Fife, Joan R. Regnell, Bradley Sabelli, and Rodica Simion. The nominations were approved.

V. NOMINATIONS FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO THE FOLLOWING COMMITTEES

Professor Boswell moved the nominations for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: Laura S. Youens; Trustees' Committee on Development and Alumni Affairs: William B. Griffith; Trustees' Committee on External Affairs: Yvonne Captain. The nominations were approved.

VI. NOMINATION FOR ELECTION BY THE FACULTY SENATE OF PROFESSOR JOHN G. BOSWELL TO THE BOARD OF TRUSTEES OF THE CONSORTIUM OF UNIVERSITIES FOR A THREE-YEAR TERM

Approval of the nomination for election of Professor Boswell was moved and seconded. The nomination was approved.

VII. NOMINATION FOR ELECTION BY THE FACULTY SENATE TO THE PANEL FOR STUDENT GRIEVANCE REVIEW COMMITTEE

Professor Griffith moved the nominations for election of the following faculty to the Panel for Student Grievance Review Committee: Andrew Altman, Jorge Garcia, Margaret R. Kirkland, W. Douglas Maurer, Michael J. Peck, Terrence M. Phillips, Joan R. Regnell, Linda L. Street, Max D. Ticktin, and Catherine Turley. The nominations were approved.

VIII. REPORT OF THE EXECUTIVE COMMITTEE

The Report of the Executive Committee by Professor Robinson, Chair, is enclosed.

IX. ANNUAL REPORTS OF SENATE STANDING COMMITTEES

Annual Reports from the following Senate Standing Committees were received: Appointment, Salary, and Promotion Policies, Athletics and Recreation, Faculty Development and Support, Honors and Academic Convocations, Joint Committee of Faculty and Students,

Physical Facilities, Professional Ethics and Academic Freedom, Research, University and Urban Affairs, and Executive Committee. (The Annual Reports are attached.)

Professor Griffith, Chair of the Appointment, Salary, and Promotion Policies Committee, advised the Senate that the Resolution on Leave (Resolution 96/12) which had been tabled at the April 11 Senate meeting has been revised by his committee after consultation with faculty who had expressed concern about it. The Resolution would next be forwarded to the Professional Ethics and Academic Freedom Committee for their review during the fall semester before its consideration by the Senate.

Professor Griffith also brought to the attention of the Senate the Appendix to his Committee's Report, which was a Report from the Subcommittee to Study Faculty Salaries. The Subcommittee, he said, had sought disaggregated data from "market basket" universities that would allow comparisons between like schools (e.g., of engineering, education, etc.), but was unable to obtain such data. The Subcommittee then turned to quantifying further the existing disparities between Schools at GWU. Professor Griffith reminded the Senate that the Senate Resolution on Salary Policy recommended that the University try on average to achieve faculty salaries consistent with the American Association of University Professors' (AAUP) 80th percentile average. That same Resolution also asked that no School compensate faculty at a level below the 60th percentile. Since two Schools of the University have not achieved the 60th percentile goal, the Subcommittee was asked to calculate the "salary gap," or the amount of money it would take to bring faculty salaries in the two schools up to the minimum 60th percentile mark.

Professor Griffith also reported that the AAUP has not published its annual data on faculty salaries, which is used by Academic Affairs to generate a report comparing GW's salaries with those at other universities. Consequently, he said, the report would have to be deferred until the fall semester. In addition, the Committee has not received a copy of the University's IRS 990 report on administrative compensation, and has thus been unable to report these figures to the Senate.

TRIBUTES

Vice President Lehman called upon the following members who offered tributes to former or current Faculty Senate members who were retiring: Professor Solomon read tributes to Professors David J. Sharpe, William H. Painter, and Maximilian Pock; Professor Boswell read tributes to Professors Clemmont E. Vontress and Mervyn L. Elgart. Professor Robinson read a tribute to Professor Arthur

Hall Smith; Professor Slaby read a tribute to Professor James Straw; Professor McAleavey read a tribute composed by Professor Brewer to Professor James Franklin Burks; and Professor Wirtz read a tribute to Professor Paul Bernard Malone. (The tributes are attached.)

BRIEF STATEMENTS (AND QUESTIONS)

Professor Kahn asked that the Senate take note of the death of Professor Raymond Fox, a former colleague in the School of Engineering and Applied Science and long-time member of the Faculty Senate. Although Professor Kahn had not had the opportunity to prepare formal remarks in time for the Senate meeting, he said that he was sure that the Senate would join him in expressing condolences to Professor Fox's family and his colleagues. The Senate concurred in these sentiments.

Vice President Lehman expressed appreciation to the Senate for the opportunity to work with them this year, particularly opportunities to work with the Executive Committee and Senate Committees. He said it was a real pleasure to be welcomed so warmly, and that he looked forward to working with the Senate next year.

ADJOURNMENT

Upon motion made and seconded, Vice President Lehman adjourned the meeting at 4:20 p.m.

Brian Selinsky

Brian Selinsky
Secretary

(Addendum to Minutes of May 9, 1997)

**ADDENDUM CONCERNING LANGUAGE FOR UNIVERSITY'S
CONTRIBUTION TO FACULTY RETIREES' HEALTH CONTRIBUTIONS**

Though a decision was made to increase the University's contribution to faculty retirees' health contributions and to review that amount on an annual basis, to wit, for Calendar Year 1997, the contribution will increase from \$40.00 to \$121.19 effective July 1, 1997, further external consultation has required us to alter the original language. As the language for the Faculty Handbook was being amended to reflect these decisions, the University's outside legal counsel for benefits recommended that the University use a set number of years, rather than particular ages, to describe the length of time during which the University will make that contribution. We have accepted that recommendation and will be incorporating into the new language for Section 12 of the Faculty Handbook, a contribution at the increased level for up to eight (8) years following retirement. By our calculations, we believe the amended plan provides benefits equal to or greater than the old plan for all eligible faculty members.

Donald R. Lehman
Vice President for Academic Affairs

August 27, 1997

A RESOLUTION TO AMEND THE BYLAWS OF THE FACULTY SENATE (97/1)

WHEREAS, Members and Committees of the Faculty Senate must have the freedom to exercise their independent judgments when discharging the legislative and oversight responsibilities conferred on them by the Faculty Organization Plan; and

WHEREAS, Members and Committees of the Faculty Senate may be questioned by their constituents for any perceived failure to comply with Senate rules and procedures, and

WHEREAS, the Faculty Organization Plan does not now provide for hearing such complaints; and

WHEREAS, the full Senate, as the parent body, is the proper forum for hearing and disposing of such complaints, NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Senate Bylaws be amended by adding the following as subsection (d) to Section 7. Debates:

(1) At the end of general business at a regular meeting, any member of the faculty may bring to the attention of the Senate any action by a member or a committee of the Senate that he or she believes to be a failure to follow Senate rules or procedures.

(2) The Senate will recommend an appropriate remedy should a violation such a failure be found to have occurred.

(3) In no instance may such action be the subject of a grievance as defined by the Faculty Code.

Special Committee
April, 1997

Referred to the Committee on Professional Ethics and Academic Freedom, May 9, 1997

THE GEORGE WASHINGTON UNIVERSITY

FACULTY SENATE

A RESOLUTION TO RE-AFFIRM THE POLICY ON CONFLICT OF INTEREST FOR FACULTY MEMBERS OF THE GEORGE WASHINGTON UNIVERSITY AND TO ENDORSE THE PROCEDURES FOR REVIEW OF POSSIBLE FACULTY CONFLICTS OF INTEREST (97/2)

WHEREAS the Board of Trustees of The George Washington University requested that the Faculty Senate draft a Conflict of Interest Policy for review by the Academic Affairs Committee at its February 14, 1997 meeting; and

WHEREAS a reconstituted special faculty committee was elected by the Faculty Senate at its November 15, 1996 meeting; and

WHEREAS the special faculty committee has presented its report to the Faculty Senate at its meeting on May 9, 1997; **NOW THEREFORE**

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That the existing Policy on Conflict of Interest, as endorsed by Resolution 89/6, and subsequently adopted by the Board of Trustees be re-affirmed; and
2. That the Senate endorse the attached Procedures for Review of Possible Faculty Conflicts of Interest, as amended.

**Special Committee of the Faculty Senate on Policy on Conflict of Interest
R.J. Harrington, April 29, 1997**

Adopted, as amended, May 9, 1997

THE GEORGE WASHINGTON UNIVERSITY

FACULTY SENATE

AD HOC COMMITTEE ON 'A CONFLICT OF INTEREST POLICY FOR FACULTY'

Final Report

I. Composition of the Committee

The committee was comprised of the following faculty members:

Professors J. Cordes (CSAS), M. Elgart (SMHS), R. Harrington, (Chair), (SEAS), G. Johnston (GWLS), T. Morgan (GWLS), R. Mueller (GSEHD), J. Pelzman (ESIA), L. Robinson (CSAS) & P. Wirtz (SBPM)

This was a re-constituted committee as elected at the Faculty Senate meeting of November 15, 1996. The members of the committee had all been members of the original joint faculty and administration committee previously constituted during the 1995/96 Academic year. This original committee had been established by Faculty Senate Resolution (95/5)

II. Charge of the Committee

The committee was charged with developing a Conflict of Interest Policy for Faculty.

III. Recommendations of the Committee

The committee saw its charge as in two separate tasks viz:

- (a) Develop a Conflict of Interest Policy for all Faculty at the University consistent with the Conflict of Interest Policies for the Board of Trustees and for Members of the Administration already in force or proposed.
- (b) Develop a set of Procedures for Review of Possible Faculty Conflicts of Interest consistent with the Conflict of Interest Policy, developed as in (a).

After much discussion, and based on previous deliberations of the Joint Administration/Faculty committee, it was agreed to continue with the existing Conflict of Interest Policy in force from the adoption on January 19, 1990 of the Faculty Senate Resolution 89/6. The Policy on Conflict of Interest referred to in that resolution is included with this report as Appendix I.

The question of Procedures for Review was then taken up by the committee which requested Professor Morgan of the GW Law School, a member of the committee and a recognized expert on legal issues relating to Conflicts of Interest, to draft a set of Procedures. At a subsequent meeting, Professor Morgan's draft was discussed. The committee endorsed the draft and requested the Chair to communicate with the Academic Affairs Committee of the Board of Trustees for their reaction to the draft. The chair, at the invitation of the Chair of the Academic Affairs committee of the Board of Trustees, Mr. E. Grebow, provided the Board of Trustees with a copy of the draft Procedures and made a presentation to the Academic Affairs Committee. Subsequently, the chair received a brief written statement from the Academic Affairs committee of the Board commenting on the draft Procedures which the committee then deliberated on. A new document, herewith attached as Appendix II of this report, which this committee proposes as 'Procedures for Review of Possible Faculty Conflicts of Interest', was produced as a result of the comments made by the Board of Trustees.

APPENDIX I

A POLICY ON CONFLICT OF INTEREST

Conflicts of interest are a universal fact of life; they occur when the fulfillment of an obligation, commitment, or responsibility makes it difficult or impossible to fulfill other obligations, commitments, or responsibilities. They obviously may differ in extent or degree. The goal of any institution cannot be to eliminate all conflicts of interest. Rather it should be to establish boundaries within which conflicts of interest are tolerable and beyond which they are intolerable.

A cornerstone for understanding must include the principle that "...faculty shall have a primary responsibility of devoting their time, thought, and energy to service of the University" [FC III F]. At the same time and of no less importance is a faculty member's responsibility to further his/her own professional development and the goals of his/her professional discipline. Under normal circumstances a faculty member's participation in the activities of governmental, industrial, and professional institutions is consistent with the academic interests of the University as well as those of the faculty member.

The activities of the faculty shall be conducted in a manner that avoids conflicts of interest. There are at least four types of conflicts of interest that may require review; these occur when:

- 1) the University is deprived of the appropriate (compensated) time and effort of the faculty member due to external commitments;
- 2) substantial use is made of human and material resources of the University for non-University purposes;
- 3) the faculty member's extra-university activities affect his/her objectivity in carrying out academic responsibilities, or compromise basic scholarly activity or freedom of action; and
- 4) the University is deprived of its appropriate potential financial gain.

Examples of the various types of conflicts of interest noted above include the following:

1. Conflicts of interest that may arise from time/effort considerations:

- a) exceeding the equivalent of the "one day a week" rule allowed by the Faculty Handbook;
- b) accepting obligations that regularly conflict with

scheduled classes or other academic responsibilities.

2. Conflicts of interest that may involve misallocation of University resources:

- a) using University equipment, supplies, personnel, and other facilities and resources for activities that yield financial benefit to the faculty member and not the University;
- b) when outside financial incentives distort scholarly activity or the shaping of academic goals.

3. Conflicts of interest that may arise and may impair objectivity:

- a) receiving support from an institution in which the faculty member or a close friend or relative has a substantial financial interest;
- b) hiring of a family member or of a student enrolled in his/her course;
- c) entering into an agreement that precludes normal scholarly publication or public discussion;
- d) when a faculty member has a relationship (as, e.g., consultant, advisor, owner, or shareholder) to an outside organization that is conducting business with the University.

4. Conflicts of interest that may arise from the University's loss of appropriate financial benefits:

- a) when a faculty member seeks to obtain research support in a manner that substantially undermines the responsibilities of the Office of Sponsored Research;
- b) whenever an outside commitment provides to an individual or organization other than the university for intellectual or tangible property rights in the way of patent ownership or licensing that ought to accrue to the University.

Although the examples given above describe conflicts a faculty member may voluntarily face, consideration needs to be given to conflicts that may arise from pressures of the University. Two examples are:

- a) A faculty member who has summer research support might inadvertently be asked to devote substantial time to non research activities (e.g. curriculum revision) and still be expected to sign a declaration (e.g., a government form) that 100% of his/her time was spent on the research project.
- b) In its effort to increase the financial well being of the institution, the University might encourage the pursuit of activities that will generate

income from contracts at the expense of freely chosen disinterested research and scholarship.

Because these boundaries are fated to be somewhat arbitrary and vague, it seems prudent to establish an approach that has two essential elements:

(1) utilizing normal channels, faculty are encouraged to report and to seek guidance concerning significant potential conflicts of interest in order to ensure that the interests of the faculty member, his/her profession, and the University are best served; and

(2) recognizing that each school, college, or other unit has shared and unshared areas where conflicts may occur, each unit should devise an appropriate mechanism to review and to resolve any lack of agreement arising from the disclosure of potential or actual conflicts of interest.

Professional Ethics and Academic Freedom Committee
November 13, 1989

APPENDIX II

PROCEDURES FOR REVIEW OF POSSIBLE FACULTY CONFLICTS OF INTEREST

These procedures are designed to implement the Policy on Conflict of Interest adopted by the Faculty Senate of the George Washington University on January 19, 1990, which ended:

'Because these boundaries [between permitted and prohibited activity] are fated to be somewhat arbitrary and vague, it seems prudent to establish an approach that has two essential elements:

- '(i) utilizing normal channels, faculty are encouraged to report and to seek guidance concerning potential conflicts of interest in order to ensure that the interests of the faculty member, his/her profession, and the University are best served; and
- '(ii) recognizing that each school, college, or other unit has shared and unshared areas where conflicts may occur, each unit should devise an appropriate mechanism to review and to resolve any lack of agreement arising from the disclosure of potential or actual conflicts of interest.'

I. Reporting of Faculty Activities and Acknowledgment They Present No Conflict of Interest

- 5/9/97
Amendment
- A. Any faculty member who believes his or her outside activities present a significant conflict of interest, or a significant potential conflict of interest, within the meaning of the Policy on Conflict of Interest adopted by the Faculty Senate of the George Washington University on January 19, 1990 shall describe those past or proposed activities in a memorandum sent to the Dean of the faculty member's school.¹ If the Dean determines that the conduct will not or does not violate the Policy on Conflict of Interest, the faculty member shall be informed that the conduct is approved. A copy of the approval shall also be sent to the Vice President of Academic Affairs. A description of the type of conduct approved shall be made available in a form designed to give guidance to the faculty generally, but the faculty member receiving the approval shall not be identified.
 - B. Such approval by the Dean shall protect the faculty member from School or University discipline for any conduct within the scope of conduct described in the memorandum. If the Faculty Code is later amended to establish a general policy that prohibits the conduct, no sanction may be imposed for previously approved conduct engaged in before that new policy was adopted, made generally known, and put into effect.
 - C. It is not the object of this review process to discourage outside activities by faculty members that do not present a conflict of interest. Instead, this process is designed both to allow faculty members to undertake permissible activities without concern about later criticism and to give the University accurate information about the scope and nature of those faculty activities.

¹ In Schools organized by Departments, the Dean may delegate the Dean's authority and responsibilities under these procedures to Department Heads. In Schools where that delegation has been made, the term 'Dean' in these procedures should be understood to mean 'Department Head.'

7.

II. Procedures for Resolving Disputes About Whether Conduct Constitutes a Conflict of Interest

- A. If a Dean learns, whether from a faculty member's memorandum or otherwise, of conduct that the Dean believes presents a significant question about possible violation of the Policy on Conflict of Interest, the dean should discuss the conduct with the faculty member. If after that discussion, the Dean is still not sure the conduct is proper, the faculty member shall cease the conduct or seek a review of the matter by the School's Conflicts Consultation Committee.
- B. A School's Conflicts Consultation Committee shall be comprised of at least five faculty members of the School, elected by the faculty of the School. The function of the Committee shall be to (1) conduct a hearing if necessary to make written findings about any disputed facts, and (2) to write a reasoned opinion whether the conduct constitutes a conflict of interest.
- C. Either the Dean ~~of~~ or the faculty member may consult a member of the Conflicts Consultation Committee informally before the matter is referred to it to discuss whether a given activity would constitute a conflict of interest, but no such informal advice should be binding on any party to the process described above. The Committee member so consulted shall not participate in the hearing or decision.
- D. If either the faculty member or the Dean is dissatisfied with the School's Conflicts Consultation Committee's opinion in B above, that determination may be appealed to the University Conflicts Resolution Panel which shall be comprised of two faculty members from each School elected by faculty of that school from among those who who also serve on the School's Committee.
- E. The University Conflicts Resolution Panel shall be bound by the factual findings of the School Conflicts Consultation Committee unless the School Committee clearly failed to consider important facts submitted to it. In other words, there ordinarily should be no new Hearing before the University Panel and no augmenting of the factual record.
- F. Members of the University Conflicts Resolution Panel from the School from whose Committee the appeal is taken may not participate in the appeal. No informal or other ex parte communication with members of the University Panel shall be permitted as to the matter that has been or may be brought before the Panel.
- G. The University Conflicts Resolution Panel shall render its report to the affected faculty member and the Dean, and to the Vice President for Academic Affairs. To the extent the decision is in favor of the faculty member, the University shall not sanction the conduct, except insofar as the conduct is continued thereafter being specifically prohibited by a duly-adopted Amendment to the Faculty Code. The University Conflicts Resolution Panel shall make a report to the Faculty Senate annually.
- H. To the extent that that University Conflicts Resolution Panel's decision confirms that a faculty member's conduct has violated the Policy on Conflict of Interest any sanction imposed by the Vice President for Academic Affairs must be consistent with the substantive and procedural requirements of the Faculty Code.

5/9/97
Amendment

5/9/97
Amendment

A RESOLUTION REGARDING NONDISCRIMINATION (97/3)

WHEREAS, as a matter of stated policy, The George Washington University does not discriminate on the basis of sexual orientation; and

WHEREAS, The George Washington University is subject to the District of Columbia Human Rights Law, which proscribes discrimination on the basis of sexual orientation; and

WHEREAS, the Faculty Code does not explicitly address discrimination on the basis of sexual orientation; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the words, "sexual orientation" be inserted in Section IV.E. (page 10) of the Faculty Code to read as follows:

E. Nondiscrimination

Appointments, renewals, terminations, promotions, tenure, compensation, all other terms and conditions of employment shall be made solely on the basis of merit and without regard to race, color, religion, sex, sexual orientation, national origin, or other considerations prohibited by law.

**Professional Ethics and Academic Freedom Committee
April 25, 1997**

Adopted May 9, 1997

A RESOLUTION EXPRESSING SUPPORT OF PROPOSED CHANGES IN THE POLICIES
OF THE GELMAN LIBRARY REGARDING ACCESS AND CIRCULATION. (97/4)

WHEREAS, the growth in the use of the facilities and services of the Gelman Library by persons not affiliated with the University has significantly burdened the capacity of the Library, lowering the level of service it can provide to the GW community; and

WHEREAS, the reasonable availability of the collection to all users is not sufficiently protected by present circulation policies; and

WHEREAS, the University Librarian and his staff have addressed these problems by drafting revised policies on access to the facility and circulation of the collection, which revised policies are attached to this resolution; and

WHEREAS, the implementation of these policies will be facilitated by the support of the faculty as expressed by its elected representatives, NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON
UNIVERSITY

That the Senate supports the new policies regarding access to the Gelman Library and the circulation of its collection provided that methods of notification are made adequately timely and effective.

Libraries Committee
April 25, 1997

Adopted, as amended, May 9, 1997

GELMAN LIBRARY
Circulation Services Department

PROPOSED CHANGES TO CIRCULATION POLICIES

Effective customer service depends in large measure on the Library's ability to satisfy the different needs of its various users and ensure equitable access to its collections. To this end, Gelman Library proposes the following circulation policy changes which will be tested as a pilot project this summer. If the pilot project is successful, the Library expects to implement them permanently beginning with the Fall 1997 semester.

I. LOAN PERIODS

A. Faculty

Current Policy: **3 months with a rolling due date** [i.e., 3 months from the date it is charged out]

Proposed Policy: **1 semester with a fixed due date**
Example: all books taken out during the Fall semester will be due December 15; Spring semester, May 15. Books may be renewed, however, two weeks prior to these due dates, extending the loan period for another semester.

B. Graduate Students

Current Policy: **3 weeks with a rolling due date**

Proposed Policy: **1 semester with a fixed due date**

C. Undergraduate Students and All Others

Current Policy: **3 weeks with a rolling due date**

Proposed Policy: **6 weeks with a fixed due date**

II. RENEWALS

Current Policy: **Unlimited renewals provided there are no "holds" or "recalls" on the books**

Proposed Policy: **No change, except that books may be renewed for the next extended loan period 2 weeks before the due date**

B. Recall Fines/Penalties

Current Policy: All borrowers are fined 50 cents/day to a maximum of \$15. After 30 days, if recalled book is not returned, borrowing privileges of undergraduates, graduate students and others (non-faculty) are blocked until recalled book is returned and fine is settled. Faculty borrowing privileges are not blocked.

Proposed Policy: Faculty, undergraduates, graduate students and all others are fined \$10/day to a maximum of \$300. After 10 days, if recalled book is not returned, borrowing privileges of undergraduates, graduate students, faculty and all others will be blocked until recalled book is returned and fine is settled.

V. LIMITS ON NUMBER OF BOOKS CHARGED OUT

<u>Current Policy:</u>	Faculty	100
	Graduate Students	100
	Undergraduates	50
	Others	20
<u>Proposed Policy:</u>	Faculty	75
	Graduate Students	50
	Undergraduates	25
	Others	20

VI. RESERVES

Current Policy:

Loan Periods	2 Hours
	Overnight
	3 Days
Fines	\$ 1.20/hour
	\$30 Maximum
	\$ 2/day (3-day loans)

Proposed Policy: No change

FACULTY SENATE
Appointment, Salary, Promotion Policy
(including Benefits) Committee

Annual Report 1996-97 Term

1. The Committee met every 3-4 weeks throughout the year. Eight subcommittees were established. Work was completed on a number of matters and forwarded to the Senate, but several items will be reported as continuing business for next year's Committee. Members of the Committee also represented the Faculty Senate on several independent task forces or Special Committees (below).
2. Resolution 96/12, "To Circumscribe Leaves of Absence...", was forwarded for the April agenda of the Faculty Senate; but Senate action was delayed to allow negotiation of modifications to respond to criticisms and suggestions. A significantly revised version of that resolution, re-titled "To Provide Procedural Guidance on Extended Unpaid Leaves", has now been approved and forwarded to the Executive Committee. The Executive Committee has delayed returning it to the Senate's agenda, asking that it first be reviewed by the Prof. Ethics and Academic Freedom (PEAF) Committee. Prof. WIRTZ (SBPM) chaired this subcommittee and negotiated the modifications to the resolution.
3. After receiving a report from the ASPP Committee's representative (Prof. ABRAVANEL, CSAS) to the Ad Hoc Cte on the Relationships between Tenure and Salary, the ASPP Cte suggested a number of friendly amendments to the Ad Hoc Cte's Resolution: "Opposing Selective Reductions in Salary of Tenured Faculty". These changes were accepted by the Ad Hoc Cte and were reflected in the language of Resolution 96/11 as approved by the Senate in April.
4. At the request of the Executive Committee, the Chair of the ASPP Committee (Prof. GRIFFITH, CSAS) joined the Chairs of PEAFF and Educational Policy to form an Ad Hoc Cte to advise on the establishment of a new School of Public Health and Health Services. Resolution 96/13, setting out the Ad Hoc Committee's recommendations on the organizational features necessary to this (and any other) new school, was approved by the Senate at its April meeting.
5. The Committee also forwarded for the Senate's December agenda a Special Report on Executive Compensation. Prepared by Prof. ACHROL (SBPM) from the University's latest IRS 990 Form and data published in the Chronicle of Higher Education, the Report showed that in 1994-95 President Trachtenberg was the eighth highest-paid among presidents of research universities and that the total for salaries alone for the president and vice presidents totaled \$1.1m.
6. At the request of the Executive Committee and the Vice President for Academic Affairs, the ASPP and PEAFF Committees established a joint subcommittee (chaired by Prof. SCHWARTZ, SMHS, of ASSP) to

provide guidance on multidisciplinary programs involving more than one school. The joint subcommittee worked diligently to prepare a draft resolution that has already been reviewed once by the ASPP Cte, though not yet by the PEAFC Committee. An improved version will be available early in the Fall term for consideration by both committees.

7. The Subcommittee on Disparities in Faculty Salaries across Schools, chaired by Prof. Sarkani (SEAS), was unable to obtain data it sought to compare salaries in particular Schools with their counterparts elsewhere. However, it did provide a useful Report which calculated the dollar amount required to bring all faculty salaries up to the 60th percentile on the AAUP averages, a goal set by a Resolution of the Faculty Senate. (See REPORT of the Subcommittee, ATTACHED.)

8. Several members represented the Committee on University (i.e. administratively appointed) committees or Joint Task Forces:

- a. Child Care Center Policy Committee: Prof. GALSTON (LAW)
- b. Faculty Salary Equity Review Committee: Profs. WIRTZ (SBPM), FREUND (SEAS), GRIFFITH (CSAS).
- c. University Benefits Review Committee: Prof. GRIFFITH.
- d. Joint Task Force on Retirement: Profs. QUITSLUND, KATZ.

9. The Committee agreed that the following items, considered by subcommittees with chairs as shown, needed further work and should be made continuing business of the Committee during the next term:

- a. Multidisciplinary Programs between Schools (SCHWARTZ)
- b. Salary Differentials between Schools (SARKANI)
- c. Development of Tenure-clock-Extension Procedures (WIRTZ)
- d. Summer Sessions Compensation Policies (I. KATZ)
- e. Part-time Faculty Utilization and Compensation (WEITZER)

10. The following agenda items were completed or it was decided no further attention was required:

- a. Preparation of Guidelines for Development of Procedures for Considering Reappointments (concluded) (GRIFFITH)
- b. Improvement of Health Benefits for Retirees (QUITSLUND, CSAS) (resolved by recommendation of Task Force on Retirement)

11. The Committee did not take up these items on its early agenda:

- a. Annual Report on Faculty Salaries -- due to delay in receiving data from AAUP, Academic Affairs has been unable to prepare this report for the Committee and the Senate.

- b. Report on Executive Compensation 1995-96 -- the Treasurer's Office has not yet provided the new IRS 990 Form.

- c. Faculty Role in Review of Administrators with Academic Oversight -- jurisdiction was assigned jointly with PEAFC, which has taken the lead in formulating a resolution on this issue.

In closing, the Chair welcomes this opportunity to express thanks to all those faculty members (below) who contributed their efforts and energy on the many tasks summarized above. The Chair also thanks VPAA Lehman, VP-AIS Bortz, and Assoc. VP-HR Kaplan for their good cooperation.

Respectfully submitted,

William B. Griffith, Chair
CSAS

Members:

E. Abravanel, CSAS
R. Achrol, SBPM
M. Galston, LAW
G. Jabbour, SBPM
P. Hill, CSAS
I. Katz, CSAS
M. Koering, SMHS
N. Kyriakopoulos, SEAS
J. Quitslund, CSAS
C. Rohrbeck, CSAS
S. Sarkani, SEAS
A. Schwartz, SMHS
R. Weitzer, CSAS
L. West, SEHD
P. Wirtz, SBPM (also Exec. Cte. Liaison).

The George Washington University
FACULTY SENATE
Committee on Appointments, Salary, Promotion Policies

**Report to the ASPP from the
Subcommittee to Study Faculty Salaries**

The ASPP's faculty salaries subcommittee was formed at the first ASPP meeting of the 1996-1997 academic year to discover how faculty salaries compare across fields of study.

The subcommittee convened its third meeting of the academic year on 2 April 1997 at 3:00 p.m. in Shahram Sarkani's office. Attending were Irving Katz, Mathematics; Marilyn Koering, Anatomy; and Shahram Sarkani, CMEE (presiding). Their purpose was to calculate the dollar amount required to bring all faculty salaries at GW up to the 60th percentile of the national average faculty salaries.

Calculations

Using 1995-1996 salary data from GW chart [a421.s460] IR 4/5/96, the subcommittee made the following calculations:

AAUP 60th percentile for professors @ 73,700:

minus Columbian	@ 70,189 avg = 3511 · 135 full professors	= \$473,985 needed
minus Education	@ 71,242 avg = 2458 · 25 full professors	= 61,450 needed
Subtotal		\$535,435

AAUP 60th percentile for associate professors @ 53,260:

minus Columbian	@ 51,177 avg = 2083 · 96 assoc professors	= \$199,968 needed
minus Education	@ 48,489 avg = 4771 · 17 assoc professors	= 81,107 needed
minus Elliott School	@ 49,162 avg = 4098 · 6 assoc professors	= 24,588 needed
Subtotal		\$305,663

AAUP 60th percentile for assistant professors @ 44,680:

minus Columbian	@ 43,032 avg = 1648 · 87 asst professors	= \$143,376 needed
minus Education	@ 39,089 avg = 5591 · 6 asst professors	= 33,546 needed
Subtotal		\$176,922
Total		\$1,018,020

Discussion

The amount needed to fulfill the GW Faculty Senate's resolution that no school's faculty salaries will fall below the national 60th percentile is about one million dollars. This amounts to about 2.5% of the total faculty salary expenditure by GW.

While the shortfall occurs mostly in two of the six GW schools, the number of faculty represented is disproportionately large:

- 160 full professors represent 54% of the total of 297 full professors at GW;
- 119 associate professors represent 64% of the total of 185 associate professors at GW;
- 93 assistant professors represent 68% of the total of 136 assistant professors at GW.

All told, the 372 faculty members affected by this change represent 58% of the 637 regular full-time faculty at The George Washington University. Thus nearly three-fifths of regular full-time faculty are paid at a rate below the 60th national percentile.

25-96 *Regular Faculty (Continuing and New)
21,8460

	Professors		X Chg	Assoc Professors		X Chg	Asst Professors		X Chg	*Overall Average Salary		
	1994-95	1995-96		1994-95	1995-96		1994-95	1995-96		1994-95	1995-96	X Chg
Arts & Science	65,826	70,189	6.6%	49,665	51,177	3.0%	41,855	43,032	2.8%	54,368	57,020	4.9%
Education	64,815	71,242	9.9%	46,275	48,489	4.8%	36,869	39,089	6.0%	53,465	59,165	10.7%
Health School	76,126	86,465	13.6%	48,613	49,162	1.1%	46,439	48,598	4.6%	61,917	68,424	10.5%
Engineering	83,969	86,013	2.4%	68,137	70,782	3.9%	60,668	60,621	-0.1%	77,095	78,575	1.9%
Business & Public Mgt	77,087	81,120	5.2%	66,225	69,666	5.2%	60,581	63,078	4.1%	69,958	72,960	4.3%
Health School	114,534	122,526	7.0%	79,460	84,785	6.7%				105,229	110,686	5.2%
Total	76,609	81,175	6.0%	55,973	58,847	5.1%	46,524	48,322	3.9%	63,983	67,261	5.1%
Total \$	23,748,719	24,108,885	1.5%	10,636,931	10,886,645	2.4%	6,373,795	6,571,851	3.1%	40,757,445	41,567,381	2.0%
Arts & Science	137	135	-1.5%	97	96	-1.0%	89	87	-2.2%	323	318	-1.5%
Education	25	25	0.0%	21	17	-19.0%	8	6	-25.0%	54	48	-11.1%
Health School	12	13	8.3%	7	6	-14.3%	5	6	20.0%	24	25	4.2%
Engineering	53	45	-15.1%	15	13	-13.3%	14	13	-7.1%	82	71	-13.4%
Business & Public Mgt	47	44	-6.4%	37	37	0.0%	21	24	14.3%	105	105	0.0%
Subtotal	274	262	-4.4%	177	169	-4.5%	137	136	-0.7%	588	567	-3.6%
Health School	36	35	-2.8%	13	16	23.1%				49	51	4.1%
Total	310	297	-4.2%	190	185	-2.6%	137	136	-0.7%	637	618	-3.0%
50th Percentiles	1994-95	1995-96		1994-95	1995-96		1994-95	1995-96				
0	83,780	86,820	3.6%	58,450	60,500	3.5%	48,960	50,000	2.1%			
0	78,050	80,480	3.1%	55,240	57,260	3.7%	45,670	46,900	2.7%			
0	74,860	77,190	3.1%	53,480	55,030	2.9%	44,300	45,570	2.9%			
0	71,310	73,700	3.4%	51,650	53,260	3.1%	43,650	44,680	2.4%			
0	68,680	70,340	2.4%	49,840	51,970	4.3%	42,570	43,480	2.1%			
0	66,020	68,000	3.0%	48,780	49,840	2.2%	41,190	42,480	3.1%			
0	63,720	65,030	2.1%	46,720	48,190	3.1%	40,100	40,930	2.1%			
0	60,380	62,780	4.0%	45,760	46,660	2.0%	39,150	40,010	2.2%			
0	56,650	58,520	3.3%	43,740	45,550	4.1%	37,280	38,140	2.3%			

* Excludes instructors and clinical law faculty.

ATHLETICS AND RECREATION
A Committee of the Faculty Senate

Office of the Chair
October 27, 1995

To: University Senate

From: Athletics and Recreation Committee

Re: Report for the year 1996--1997

The Athletics and Recreation Committee met five times during the year. It discussed the upcoming NCAA certification visit, events that effected the swimming team, and the proposed Wellness Center.

It heard summaries of the athletic programs of the gymnastic and volleyball teams, both women's varsity sports. In addition to athletic competition, there is keen competition between those teams to earn the title of highest academic honors. This year gymnastics nosed out volleyball, having a team cumulative GPA of 3.505. five of the athletes were named as Academic All Americans because of their high GPA and gymnastic achievements.

The Committee sponsored a resolution of appreciation to the women's basketball team, adopted by the Senate.

Figures indicating the rate of graduation of the varsity teams were reviewed that showed a slightly higher percentage of athletes graduate than the general student body.

The Committee is pleased to report that seven former athletes were inducted into the George Washington University Hall of Fame this Spring.

Two continuing items of business for the Committee will be the certification process beginning in 1997-1998, and the Wellness Center. The Committee expects to consider the current plans to charge faculty for the use of the facilities at the Wellness Center in conjunction with the plan to eliminate faculty access to the Smith Center.

David Silber, Chair
Mary Granger
Arthur Kirsch
Ralph Lawrence
Jan Orenstein
Donald Paup
Joseph Pelzman

Joan Regnell
David Rowley
Patricia Sullivan
Charles Toftoy
Herbert Weintraub
Jordan Gimbel, Student Association
Jack Kvancz, Athletics
Mary Jo Warner, Athletics

**The George Washington University
Faculty Senate Committee on Faculty Development and Support
Annual Report
(1996-97)**

It was a quiet year for the Committee on Faculty Development and Support. We met once to consider the annual report on Recruitment and Retention of Minority and Women Faculty submitted by Vice-President Lehman to the Faculty Senate on February 14, 1997. Our meeting was attended by Assistant Vice President Annie Wooldridge who provided additional information on the current status of the recruitment and retention of minority and women faculty at GW.

At our meeting we agreed that the department chairs need to be actively involved in improving the climate for the minority and women faculty. We propose to send a survey to department chairs and deans to determine the actions being carried out, or proposed, in their units. A campus climate survey was conducted in Fall 1996 and the response rate (32%) was encouraging; the compiled data would be available in Fall 1997. We agreed that mentoring mechanisms need to be established for junior faculty in all academic units of the university; an upcoming breakfast meeting on mentoring (April 16) sponsored by the Office of the Vice President for Academic Affairs and the Committee on the Status of Women Faculty and Librarians was considered to be a step in the right direction.

Respectfully submitted



Murli M. Gupta
May 6, 1997

Members:

Professor Murli M. Gupta, Mathematics, Chair
Professor Barbara Detrick, Pathology
Professor Joseph Greenberg, Educational Leadership
Professor Yolanda C. Oertel, Pathology
Professor Debra Sheldon, Accountancy
Professor Sana O. Tabbara, Anatomic Pathology

ex officio:

Mr. Walter M. Bortz, VP for Admin. and Info. Services
Professor Craig Linebaugh, Assoc. VP for Academic Planning and Special Projects
Ms. Rebecca Jackson, Gelman Library
Mr. Thomas Rogers, Director, Personnel Services
Professor Frank Slaby, Executive Committee Liaison



DEPARTMENT OF TEACHER PREPARATION AND SPECIAL EDUCATION

TO: John Boswell, Chair
Executive Committee
Faculty Senate

FROM: Michael Castleberry, Chair
Honors and Academic Convocations Committee

RE: end of year report

The Faculty Senate Committee on Honors and Academic Convocations began the work of the 1996-97 academic year by reviewing the final report of the previous committee. Especially noted were concerns regarding the relationship between the committee as a standing committee of the Senate and the administration. From this conversation came a review of the charge to the committee by the Chair of the Executive Committee; in accordance with this charge, the committee then began its work.

The Committee on Honors and Academic Convocations met four times during the 1996-97 academic year. At the first meeting in October the committee recommended a list of honorary degree nominees for commencement for 1997 to the President and discussed the agenda for the year. At the November meeting the committee reviewed the time-line procedures for selection of nominees for honorary degrees and approved a measure to significantly alter the time line. Subsequently, the committee delegated to a subcommittee the initial work of submitting a list of nominees for the 1998 commencement; this subcommittee met in December, 1996, and approved a background information sheet for prospective nominees, a time-line to recommend to the committee for nominee selection, and a list of nominees. At the January meeting of the full committee this list was reviewed and a list submitted to the President. The committee met in April to review the role of academic convocations and the felt need and degree of faculty involvement in these convocations. A special concern was to ensure that all of the faculties of the university schools had representation on the committee. The issues discussed at the final meeting of the year will be carried over to the new committee which begins work in May, 1997.

Respectfully submitted,

Michael Castleberry, Chair

Dorothy A. Moore
Martha N. Rashid, (Emeritus)
Joan R. Regnell,
Ormond Seavey
Douglas Jones
Paul Swiercz

ex officio:

Hugh L. Agnew
G. David Anderson
Randy Papadopolous
Sandy H. Holland
Jill F. Kasle
Donald R. Lehman
Brian P. Selinsky
Lynn D. Shipway

THE JOINT COMMITTEE OF FACULTY AND STUDENTS
OF THE FACULTY SENATE

Report to the Faculty Senate, 1996-1997

The Joint Committee of Faculty and Students began the fall semester of 1996 with David Petron as Student Co-Chair and continued during the spring semester, 1997, with Hal Kanefsky as his replacement. The issues brought up initially were those of CSAS academic balance sheets, students' struggles with credit card debt, and pre-requisites for upper-level courses. It was determined that future upgrades to BANNER would enable students to generate such balance sheets themselves and that it would be impractical to try to institute changes in the labelling of pre-requisite courses. The Committee members determined that the question of credit card debt was an ideal one for the JCFS to address; members of the sub-committee delivered reports on the subject and located newspaper and periodical articles on this problem.

After discussing the issue of student credit card debt during the fall semester, the Committee took action this spring. Letters urging that the subject be actively addressed were sent to James Fry, CSAS Coordinator of Freshman Advising; Daniel Small, Director of Enrollment Administration; Michael Gargano, SP/SASS, Special Asst. To the VP; Rodney Johnson, VP/SASS, Director of Parent Services; and Dr. Diane DePalma, Director of the University Counseling Center. While CSAS cannot include this topic in the agenda of the revised Freshman Advising course, the response from the organizers of Colonial Inauguration and from the University Counseling Center has been positive. Skits for both parents and incoming students on this subject will be a part of orientation. The University Counseling Center has recently incorporated information on managing finances and using credit cards as part of the services offered through their Self-Help Program, and the UCC director, Dr. Diane DePalma, has offered the Committee a wealth of suggestions for both the present and the future. JCFS members are confident that entering students will now be apprised of the dangers of credit card debt.

Craig Johnson of the Dean of Students Office presented the Committee this year's schedule for the GW Award. This schedule was approved by the Committee. A sub-committee of the JCFS selected seven recipients of the Scholarship for Student Leadership Development, and the Faculty Co-Chair announced the recipients at the April 17 student awards banquet in the the Marvin Center ballroom.

During the spring semester, 1997, Emily Cummins and Randy Papadopoulos, members of the Student Associate Senate, visited Committee meetings to discuss SA resolutions on the subjects of President Trachtenber's 175h Anniversary Alumni Fellowship Program, now known as the Trustees Fellowship Program, and the issue of the number of students in graduate seminars and undergraduate discussion sections. It was the Student Association's unanimous agreement that the fellowship program should be retained and, indeed, expanded in that the number of applicable graduate programs be increased and the half-tuition benefits be extended to students who return to GWU for graduate school within two years of their graduation. The graduate students and faculty who lead discussion sections and seminars frequently encounter pleas for entrance beyond the enrollment caps on their courses; because it becomes increasingly difficult to direct educationally profitable discussion once a certain number of students has been exceeded, the Student Association has urged that enrollment in these classes be restricted as much as budgetary considerations will allow.

During the last meeting of the year on April 11, JCFS members considered topics for

study and discussion during the next 1997-1998 AY. It was generally agreed that the Committee needs more information on the Trustees Fellowship Program, so that topic will be continued on the agenda next year and Geri Rypkema will be invited to speak to the Committee. The issue of how the Incomplete grade is handled by the different schools will be another topic continued from this year: University Registrar Brian Selinsky had visited the Committee this year to report on the history of the Incomplete policy. Another subject for continued study is that of restricted entrance into certain degree programs. Under the category of new topics, it has been requested that the Committee consider the pedagogical and budgetary implications of the hiring of part-time instructors. Student Association representatives have asked that the subject of a recent SA Senate resolution concerning the creation of a syllabus file be considered by the Committee during the next year.

The Faculty Co-Chair is grateful for the helpful and productive suggestions and work of the Committee members and wishes to thank visitors to the Committee (Craig Johnson, Brian Selinsky, Emily Cummins, and Randy Papadopoulos) for their valuable assistance. Special thanks from the Faculty Co-Chair are due to Norayr Khatcheressian, Harry Yeide, Cheryl Beil, Linda Donnels, and Emily Sanford.

Laura Youens, Faculty Co-Chair
 Hugh Agnew, ex-officio
 Adrian Beaulieu
 Cheryl Beil
 Barbara Detrick
 Robert Eisen
 Jonathan Fife
 Norayr Khatcheressian
 LeNorman Strong
 Matt Keiser (for Linda Schutjer)
 Michael Peck
 Joan Regnell
 Max Ticktin
 Harry Yeide

David Petron, Student Co-Chair (to 12/96)
 Hal Kanefsky, Student Co-Chair (from 12/96)
 David Cleary
 Carrie Jablonow
 Brian King
 Damian McKenna
 Akosua Walker
 Dianne Gayoski, ex-officio

**PHYSICAL FACILITIES COMMITTEE
FACULTY SENATE
ACADEMIC YEAR 1996-7**

ANNUAL REPORT

The Committee on Physical Facilities met three times during the Academic Year 1996-7. Responding to the charge of the Senate for 1996-7, the Committee's major item of business at its first meeting of October 21 was to review the Executive Summary of the Space Utilization Plan. Dr. Sharon Rodgers, Associate Vice-President for Academic Affairs, was invited to report to the Committee on a) the current developments of the Plan. These included the Human Resources Services; the Marvin Center; Student Lounges in the Gelman Library; the demolition of Building N; the new dormitory and the refurbishing of Lisner and Stuart Halls. b) future projects. These concerned the construction of the Health and Wellness and Media and Public Affairs Buildings; the remodelling of the 6th and 7th floors of the Gelman Library; the relocation of the Anthropology Department; and the installation of a Center for Human Origins.

Dr. Rodgers stated that the primary objective of the last several years has been to group related fields of study in the same building e.g. the Humanities in the Academic Center and the Social Sciences in Funder Hall. This is in conformity with certain of the objectives of the 1993 Space Utilization Study, forwarded to the Committee, namely, "wholeness of a department" and "identity for the Schools" (Preface, p.i).

In answer to questions from members, the Committee was informed that the new student Residence was slated to be completed by Spring 1997, that the German-Slavic Department was scheduled to move back into the Academic Center with the other language departments, though no firm date had been set, and that funding for repairs and the maintenance process for the structural weaknesses of the Art Department's Smith Hall of Art, outlined in memos from Professor Lilien Robinson to the administration, would be best addressed by Dr. Alan Ingle, Associate Vice-President for Business Affairs and Chair of the Capital Facilities Planning Process. The Committee agreed to follow up on Dr. Rodgers' suggestion and invite Dr. Ingle to address this issue at its next meeting. The Committee was then graciously given a tour by Dr. Rodgers of the refurbished facilities in Lisner and Stuart Halls and was very favorably impressed.

At its second meeting of November 25, the invited speaker, Dr. Ingle, addressed the following issues: 1) Financing and handling of repairs and renovations in departments 2) GWU-Mount Vernon College arrangements 3) Future Capital Projects. In answer to the first issue, specifically pertaining to the structural deterioration of the Smith Art Center and its potential health hazards to students and faculty alike, Dr. Ingle stated that an outside consultant had examined the terraces and concluded that they were not a critical risk, although serious, and had recommended procedures to stabilize them. These would take place in the Spring. The roof in the projection room had been repaired and the leaks

eliminated. Dr. Ingle then replied to questions from the Committee regarding funding and procedures for physical facility improvements. He stated that minor decorative improvements to department facilities must come from the departmental budget, but that emergency repairs and major upgrading of facilities are funded from the capital budget, e.g., new carpeting, painting etc. When asked about access systems to buildings, Dr. Ingle affirmed that a comprehensive access program was in the planning stage for 30 locations. In answer to the question on the general condition of physical plant at GW, Dr. Ingle replied that, compared to other institutions, it was "pretty good," e.g., the classroom upgrading program. He also said that between 20% to 30% of office use would be moved off campus to make room for more classrooms. This need for additional classrooms will be a major concern if the incoming undergraduate enrollment is increased significantly to compensate for the decline in graduate enrollment.

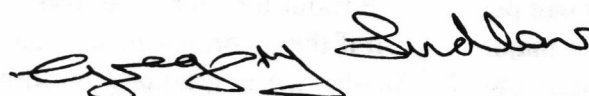
As regards Mount Vernon College, Dr. Ingle stated that for the immediate future the independence and integrity of Mount Vernon would be respected. What will happen eventually will depend upon the circumstances.

With regard to future capital projects, Dr. Ingle stated that the 6th and 7th floors of Gelman Library were slated for upgrading from the \$50,000 refurbishing budget. The total budget for construction was \$500,000. An architect is being hired for the Multi-Media building across from the Marvin Center. It will consist of 8-9 floors with a penthouse. The project will begin in January 1997 and take from 2-3 years to complete. The Health and Wellness Center is still in the planning stage awaiting zoning and D.C. approval. Another major project is the renovation of the Marvin Center which will go forward soon. Dr. Ingle then offered to report to the Committee at its next meeting on the new 5 Year Capital Budget Plan for the year 2002, due to come out in Spring 1997. The Committee accepted Dr. Ingle's offer.

This final meeting took place on March 10 during which Dr. Ingle presented a draft of the Five Year Capital Budget Status Report and responded to questions on the various campus enhancement projects listed in the Report. These included classrooms targeted for renovation; funding for a Feasibility Study for a new Science Building; upgrading of Judaic Studies building; and renovations in Tompkins Hall. Michelle Honey, Director of Architecture, Engineering and Construction, then presented a brief description of the various campus projects that would undergo renovation during Summer 1997. Of particular interest among these were the improvements to the Mid-Campus Quad which will mark the beginning of a five year plan of improvements to identify this area as the central physical location of the campus.

Finally, as a result of discussion at the Faculty Senate Meeting of March 14, 1997 and the President's offer to have another faculty member elected to the Space Committee, Professor Bradley Sabelli, who has served on the Physical Facilities Committee for several years, was nominated as the additional faculty member besides its Chair to represent the Senate on the Space Committee.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Gregory Ludlow", written in a cursive style.

Gregory Ludlow, Chair

Members: Lowe, John
Ludlow, Gregory, Chair
O'Rear, Charles
Sabelli, Bradley W.
Schlagel, Richard H.
Stephens, George C.

Ex Officio: Arnold, Kate
Bortz, Walter M.
Boswell John G.,
Ingle, Alan L.
Katz, Louis H.
MacEwen, Virginia
Rodgers, Sharon J.

COMMITTEE ON PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

1996-1997 ANNUAL REPORT

The Committee on Professional Ethics and Academic Freedom held seven meetings during the 1996-1997 academic year.

The Committee submitted three resolutions on the following matters: faculty participation in the reappointment of administrators with academic responsibilities; tenure by default; and discrimination on the basis of sexual orientation. All three were evaluated substantively by the Executive Committee of the Faculty Senate, rather than merely procedurally. The resolution on reappointment of administrators had been revised, pursuant to a request by the Executive Committee. The revised resolution was resubmitted and subsequently returned by the Executive Committee with the request that the PEAFC Committee "investigate the constitutions of various schools at GWU to determine if they have such procedures for Deans and Assistant Deans as well as market basket schools." The resolution on tenure by default was also returned by the Executive Committee with the request that, in addition to comments already provided by the ex-officio member from the University's Office of Legal Matters, further commentary be provided that office. Subsequent to two reviews by the University's Office of Legal Matters, the resolution on discrimination on the basis of sexual orientation will be presented to the Faculty Senate at its May 1997 meeting.

The P.E.A.F. Committee appointed Professor David Robinson to a special committee considering the relationship of tenure and salary. That committee's resolution "opposing selective reductions in salary of tenured faculty," was passed by the Faculty Senate at its April 1997 meeting.

Professors Robert Harrington, and Lilien Robinson were appointed to a special committee on conflicts of interest. That committee's report and resolution on conflicts of interest are being presented at the May 1997 meeting of the Faculty Senate.

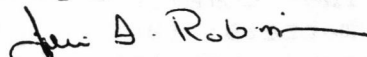
Professors Robert Harrington and Lilien Robinson represented the PEAFC Committee on a special committee on the formation of the School of Public Health. The resultant resolution on the latter was passed by the Faculty Senate at the April 1997 meeting.

Additionally, Professors Michael Moses and Diana Johnson were elected to represent the PEAFC Committee on a special committee on the proposed Institute of Computational Sciences.

Among other matters considered by the PEAFC Committee was

the role and responsibility of faculty members with respect to curriculum. An initial draft of a resolution was discussed and returned to the drafting group for incorporation of suggested changes. Additionally, a revised resolution on unpaid leaves of absence (the original resolution was presented at the Faculty Senate's April meeting by the Committee on Appointment, Salary, Promotion) was also circulated to the PEAAC Committee. Both items are being transmitted for consideration by the 1997-1998 Committee on Professional Ethics and Academic Freedom.

Respectfully submitted,



Lilien F. Robinson, Chair

Members of the Committee

Joseph Gastwirth, Statistics
David Goodenough, Radiology
Robert J. Harrington, EECS
Kim J. Hartswick, Art
Diana Johnson, Biological Sciences
John Lobuts Jr., Management Science
Michael F. Moses, Mathematics
Howard C. Pierpont, (Emeritus) Surgery
David Robinson Jr., Law
Gary Simon, Medicine

FACULTY SENATE RESEARCH COMMITTEE ANNUAL REPORT 1996-1997

The committee met three times and met once jointly with the Research Advisory Committee.

The committee reviewed the recommendations and conclusions of the various Senate and Administration committees that have examined research issues at The George Washington University since 1983. A library of these studies and issue papers was assembled to be part of the records of the Faculty Senate Research Committee and an agenda of unresolved issues and questions was developed for continuing committee discussion.

The committee reviewed the Strategic Plan for Research developed by the Research Advisory Committee and developed one additional research priority issue for the RAC's consideration, the establishment of a fund for the support of doctoral dissertation research.

The committee also reviewed and accepted the revised guidelines for the chartering of new Research Centers and Institutes and for evaluating existing Centers and Institutes that are eligible for Research Enhancement Funds.

The committee is working on the development of a Faculty Senate resolution that will recommend clarification of the University's strategic research objectives and goals.

Submitted May 9, 1997

Committee Members:

John Harrauld, Engineering Management, Chair
Prabir Bagchi, Management Science
Barry Berman, Physics
Maxine Freund, Teacher Prep. and Special Ed.
Hugo Junghenn, Mathematics
John Lewis, Geology
Robert McNellis, Health Care Services

Ex Officio:

Gideon Frieder/Thomas Mazzuchi, SEAS
Carol Sigelman, Associate Vice President for Research and Graduate Studies
Lewis Solomon, Executive Committee Liaison

**UNIVERSITY AND URBAN AFFAIRS
ANNUAL REPORT/1996-1997 ACADEMIC YEAR**

The Committee met seven times during the academic year. In addition, much of our dialogue was carried out on-line. Participating through attendance or other means were: student Kuyomars Golparvar; administrators Helen Cannaday, David Fowler (Dean), Francine Henderson, Lou Katz (VP) and Peter Konwerski; faculty Chris Cantarella, Yvonne Captain, Reba Carruth, Dwight Cropp, Howard Gillette, and Honey Nashman.

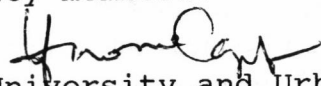
University and Urban Affairs began its work this year reestablishing the focus of the committee and ended with several initiatives to be carried out beginning in the 1997-1998 academic year. The new Mission Statement (attached) reflects the sharpened goals of the committee.

In general, the committee discovered that there are a number of campus organizations working toward the same goals of community service. Hence, the committee will help to familiarize the campus with the numerous organizations, help the various organizations to establish contact with one another, and will attempt to eliminate the duplication of efforts that occasionally occurs. At the same time, there is still an opportunity for University and Urban Affairs to be pro-active in its efforts. Hence, our decision to focus on one specific project such as the School Without Walls. (See below.)

Among the activities of the committee were:

- 1) attendance (by some individual members) and report to Urban Affairs committee at various organizations associated with the District of Columbia: University Seminar on the District of Columbia; Professor Gillette's Class on the District of Columbia; various DC based community organizations (though the Office of Community Service; Principal Emily Crandall at the School Without Walls (attended by majority of members)
- 2) the recent establishment of a web page that will be fully operational by August, 1997. This page will list and link with the various campus organizations that have goals similar to each other or similar to the Urban Affairs committee. In addition, it will be updated periodically to share information on what is happening off campus.
- 3) the decision to focus on one major project each semester. Our first project is to volunteer our services at the School Without Walls. Immediately, in the month of May, we will lend technical support to the school related to the computer equipment they recently received. Beginning in the fall semester, our committee will maintain regular contact with the school in the areas of a) after school programs, b) management skills (via Dean Fowler), and c) continued technical support.

Future activities of the committee will occur based on need and availability of community members.

Respectfully submitted 
Yvonne Captain, Chair University and Urban Affairs
and
Associate Professor of Spanish
5/15/97

MISSION STATEMENT

University and Urban Affairs Committee

Faculty Senate

April 2, 1997

The Committee on University and Urban Affairs helps foster continued good citizenship between George Washington University and the greater Washington, DC metropolitan area. The University and Urban Affairs Committee serves as an ongoing catalyst for maximum efficiency in this area and prevents the duplication of effort between GW and the community itself. By affirmatively tracking GW's already allocated resources and initiatives, the University and Urban Affairs Committee "paints the big picture" of GW's community relationship and subsequently provides the university with a valuable source of advice on continuous improvement and possible future endeavors.

ANNUAL REPORT OF THE EXECUTIVE COMMITTEE OF THE FACULTY SENATE 1996-97 SESSION

The Executive Committee established the agenda for eight regular meetings during the 1996-1997 Session. A tabulation of resolutions passed by the Senate is attached. The response of President Trachtenberg will be distributed when available.

The Executive Committee referred a variety of matters for consideration and action to committees. Special committees were established to examine the relationship of tenure to salary (with particular attention to a specific situation in the Medical School), to advise on the establishment of the School of Public Health and Health Services in the Medical Center, and to recommend revisions to grievance procedures in the **Faculty Code**. In addition, the Chairman of the Executive Committee met informally with the Vice President for Academic Affairs and the Vice President and General Counsel to attempt to resolve the issue of "schools within schools" that arose in last year's session. Resolutions have been presented to the Senate by all of these committees except that studying grievance procedures, which is still engaged in its task. The Special Committee to advise on the establishment of a School of Public Health and Health Services will continue to meet with the Dean Designate of that School.

The Executive Committee forwarded a resolution to the Senate to discharge the joint Faculty-Administration-Trustee Committee to formulate an all-encompassing University-wide conflict of interest policy and to create a new all faculty committee to formulate and recommend a policy specific to faculty. A report of this committee and its draft policy are expected by the Board of Trustees at its May meeting.

Under the guidance of Professor Wirtz, the Executive Committee recommended to the Faculty Senate the establishment of a Web page for the Senate, and the trial distribution of Senate minutes to the School of Business and Public Management, and the Graduate School of Education and Human Development by e-mail. In fact, minutes were sent by e-mail to faculty in other schools. A questionnaire to assess the acceptance of this means of distributing Senate agendas and minutes received 98 replies in which a majority was pleased with e-mail minutes and agendas. At the joint meeting of old and new members of the Executive Committee on April 25, it was decided to send out forms to faculty members of SBPM and GSEHD with the May minutes and the August agenda to be filled out and returned to the Faculty Senate office by those people wishing to continue receiving paper minutes.

During the 1996-97 session, the Executive Committee arranged for the deliberation of fifteen resolutions. Fourteen were adopted and one was tabled.

The Executive Committee also arranged for the presentation of a number of special reports to the Senate. The topics were Mid-Campus Development Project, Washington Research Library Consortium, Research Capabilities of the Libraries, Middle States Accreditation Self-Study, International Student Issues, Alumni Admissions

Program/Summer's End, and Campus Communications Infrastructure.

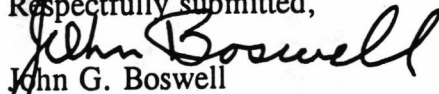
The Executive Committee received faculty grievances in the School of Medicine, and Columbian School. In each case, the Executive Committee made inquiries and appointed Special Mediators.

In May, 1996, in accordance with the Faculty Code, the Executive Committee was notified of administrative nonconcurrences in the Graduate School of Human Development and Columbian School. With regard to the case in GSEHD, the Executive Committee advised that the Vice President for Academic Affairs had presented "compelling reasons" and had provided "supporting reasons." The Dean and Department declined to withdraw their recommendations, and the case was forwarded to the President. In the case of Columbian School, the Executive Committee advised that the Dean had not presented "compelling reasons." The Dean declined to withdraw his nonconcurrency and the Department refused to withdraw its recommendation. The case was forwarded to the President. In both cases, the President upheld the administrative nonconcurrences.

In March, petitions were submitted to the Chair of the Executive Committee calling for a vote of no confidence in the Dean of the School of Engineering and Applied Science. The matter was settled before the scheduled vote.

The 1996-97 session of the Faculty Senate has continued to promote shared governance of the University by Faculty and Administration. The Executive Committee is grateful to both members of the Senate and Administration in the cooperation received in advancing this goal. Special thanks is due Ms. Doris Trone and Ms. Sue Campbell for gritting their teeth and mastering e-mail and the Internet, as well as for their usual competent job in seeing that the business of the Senate proceeds efficiently.

Respectfully submitted,



John G. Boswell
Chair, Executive Committee of the
Faculty Senate

Members of the Executive Committee:

Hugh L. Agnew

Diane M. Brewer

Walter K. Kahn

Frank J. Slaby

Lewis D. Solomon

Philip W. Wirtz

ex officio

Stephen Joel Trachtenberg, President

Resolutions 1996-97 Session

Resolution No.	Date of Meeting	Title of Resolution	Action	Response of administration
96/ 1	5/10/96	A Resolution on Required Course Information Sheets	5/10/96 Adopted, as amended	Approved by the Board on May 17, 1996
96/2	5/10/96	A Resolution to Amend a Previously Adopted Resolution (95/2) on Faculty Leave (amends <u>Code</u>)	5/10/96 Adopted, as amended	
96/3	5/10/96	A Resolution to Amend the <u>Faculty Code</u> to Alter the Date of Notification of Changes in Salary	5/10/96 Adopted, as amended	Approved by the Board on May 17, 1996
96/4	5/10/96	A Resolution of Appreciation for John A. Morgan, Jr.	5/10/96 Adopted by acclamation	
96/5	5/10/96	A Resolution Commending Achievement of Faculty Senate Goal	5/10/96 Adopted by acclamation	
96/6	10/11/96	A Resolution to Establish a Special Committee to Review Grievance Procedures at The George Washington University	10/11/96 Adopted	
96/7	11/15/96	A Resolution to Commend the President and the Board of Trustees on Renovations of Academic Space	11/15/96 Adopted	

Resolutions 1996-97 Session

Resolution No.	Date of Meeting	Title of Resolution	Action	Response of administration
96/8	11/15/96	A Resolution to Discharge the Joint Committee to Establish an All-Encompassing University-Wide Policy on Conflict of Interest and to Establish and Elect a Special Faculty Committee to Develop a Conflict of Interest Policy for Faculty Members at The George Washington University	11/15/96 Adopted, as amended	
96/9	2/14/97	A Resolution to Secure the Independence and Impartiality of Members of the Senate and Elected Senate Committees in the Performance of their Responsibilities under the <u>Faculty Code</u>	2/14/97 Adopted	
96/10	4/11/97	A Resolution Commending the Women's Basketball Team	4/11/97 Adopted	
96/11	4/11/97	A Resolution Opposing Selective Reductions in Salary of Tenured Faculty	4/11/97 Adopted	
96/12	4/11/97	A Resolution to Circumscribe Leaves of Absence Taken in a Contiguous Seven-Year Period (Substitute)	4/11/97 Tabled	

Resolutions 1996-97 Session

Resolution No.	Date of Meeting	Title of Resolution	Action	Response of administration
96/13	4/11/97	A Resolution on the Establishment of a School of Public Health and Health Services	4/11/97 Adopted	
96/14	4/11/97	A Resolution on "Schools Within Schools"	4/11/97 Adopted	
96/15	4/11/97	A Resolution of Appreciation for Professor John G. Boswell	4/11/97 Adopted by Acclamation	

A TRIBUTE TO DAVID J. SHARPE

PROFESSOR OF LAW

David Sharpe, Professor of Law and Harold Paul Green Research Professor of Law, retires this year after thirty seven years of devoted service to The George Washington University Law School. Professor Sharpe is a legal scholar of unusual and continued productivity. He is well known to nearly four decades of law students for his extraordinary competency and being generous with his time.

Professor Sharpe is also held in esteem by his colleagues throughout the University. He served on the Faculty Senate for six years. In addition, he served as a member of the Executive Committee for three years and Administrative Matters as They Affect the Faculty Committee for two years, including one year as chair.

We wish him well in his new endeavors.

May 9, 1997

Lewis D. Solomon

Arthur Selwyn Miller Research

Professor of Law

A TRIBUTE TO WILLIAM H. PAINTER

PROFESSOR OF LAW

William Painter, Theodore Rinehart Professor of Business Law, retires this year after ten years of devoted service to The George Washington University Law School. Professor Painter, a nationally renowned scholar, is well known to a decade of law students for his extraordinary competency.

Professor Painter is also held in esteem by his colleagues throughout the University. He served on the Faculty Senate for two years. In addition, he served as a member of the Physical Facilities Committee for one year.

We wish him well in his new endeavors.

May 9, 1997

Lewis D. Solomon

Arthur Selwyn Miller Research

Professor of Law

A TRIBUTE TO MAXIMILIAN POCK

PROFESSOR OF LAW

Maximilian Pock, Professor of Law, retires this year after thirty two years of devoted service to The George Washington University Law School. Professor Pock has been a teacher of legendary effectiveness and popularity.

Professor Pock is also held in esteem by his colleagues throughout the University. He served on the Faculty Senate for five years. In addition, he served as a member of the Executive Committee for one year, chair of Professional Ethics and Academic Freedom Committee for two years, and chair of the Physical Facilities Committee for one year.

We wish him well in his new endeavors.

May 9, 1997

Lewis D. Solomon

Arthur Selwyn Miller Research

Professor of Law

A Tribute to Clemmont E. Vontress Professor of Counseling

After service in the United States Army, high school teaching and teaching at Howard University, Clemmont Vontress came to the School of Education as Associate Professor of Education with a specialty in counseling in 1969. He has devoted his almost thirty years of scholarly study at this institution to the concerns of counseling minorities and, more recently, to the more general concern of counseling across cultures. Professor Vontress was a pioneer in both areas, studying and working in ten different countries in four different continents and publishing over sixty papers and articles in his discipline.

In his University service, including eleven years on the Faculty Senate, one as Chairman of the Committee on Administrative Matters as They Affect The Faculty and four as a member of the Executive Committee, and service on more School and Department committees than he can remember, Professor Vontress has worked to heighten the awareness of the University community about making universities more representative of American society. Professor Vontress will be remembered for his efforts on behalf of those he saw being relegated to the margins of society.

**A Tribute to Mervyn L. Elgart
Professor and Chairman
Department of Dermatology**

Upon completing his medical internship, Mervyn Elgart entered the United States Air Force in 1958, from which he resigned his commission as Major in 1966. After a year as Chief, Dermatology Service of the Washington, D.C. Veterans Hospital and another year in private practice, he joined The George Washington University Medical School in 1967 as an assistant professor. In 1974 he was promoted to Professor of Medicine and Dermatology, and a year later became Chairman of the Department of Dermatology. During his tenure, he has been a respected leader in the field of dermatology, since 1974 publishing reports of over sixty studies, making over forty presentations to physicians and has regularly taught a varied array of courses.

In addition to his teaching and clinical practice, Professor Elgart has given extensively of his time to University and professional service. He has served on numerous committees and task forces for both the American Academy of Dermatology and the American Board of Dermatology. For the University, he has served ten years on the Senate, one as Chairman of the Committee on Administrative Matters as They Affect the Faculty and three as a member of the Executive Committee. Within the Medical Center, he has served as member and Chairman of a number of Center wide committees.

As he departs from the University, Professor Elgart leaves a legacy of high standards of medical practice, competent administration of a medical department and a strong sense of loyalty and dedication to the Medical Center. He will be remembered by his patients for his no nonsense approach to diagnosis and treatment of their problems: this is what you have and this is how it will be treated, or this is what you have and you will simply have to live with it. His strong sense of ethics, his candor, his wisdom and his positive view of the world make Merve Elgart a hard man to replace.

A TRIBUTE TO ARTHUR HALL SMITH
Professor of Painting

Arthur Hall Smith joined the George Washington University faculty in 1974. He received his B.F.A. from Illinois Wesleyan University and his M.F.A. from George Washington University. Awarded a Fulbright Fellowship, he pursued his study of painting in Paris and subsequently in Seattle, Washington with artist Mark Tobey.

Professor Smith was appointed to the Department of Art following a successful museum career at the Phillips Collection and the Smithsonian Institution. Simultaneously, he had established an international reputation as a painter. During his 23 years at the University that reputation has been further enhanced by numerous exhibitions and commissions of his works in diverse media. His paintings and drawings are contained in more than a dozen major American museums and galleries as well as in public and private collections abroad.

Devoted to teaching, he has served as an inspiration to students and colleagues alike. As senior professor of Painting, Professor Smith has been the general director of the painting area, primary advisor and coordinator of admissions and programs of studies. He has been a tireless leader and contributor to all activities of his Department and that energy has been extended to service to Columbian School on major committees, including the Personnel Committee and the Dean's Council.

Professor Smith's service to the University has been extensive, consistent, and effective. Among his contributions have been participation on the University Facilitating Fund Committee and the Fulbright Fellowship Committee for many years as well as the Junior Incentive Committee and the Faculty Senate. He was elected to the latter for two years and for one year as Chair of its University and Urban Affairs Committee. Colleagues who have had the privilege and pleasure of working with him have come to respect and admire him for his broad knowledge, intellectual depth, uncommon diligence, loyalty to the University, and love of the Academy. He has now elected to retire from active service and move to his beloved Paris. He is irreplaceable; he will be greatly missed.

A TRIBUTE TO JAMES STRAW PROFESSOR OF PHARMACOLOGY

Professor James Straw joined the George Washington University's School of Medicine in 1965 as an Assistant Professor in the Department of Pharmacology. During Professor Straw's 32 year association with the George Washington University, he has maintained an active research program in cancer chemotherapy and programs designed to combat the onset of AIDS by the human immunodeficiency virus. Acting as both research scientist and teacher, he also served as thesis advisor to eight graduate students who received their doctoral degree in pharmacology.

Professor Straw has been the course director for the medical school course in Pharmacology for the past 22 years and course director for the interdisciplinary Issues in Clinical Medicine course for the past 4 years. He was actively involved in the development of the Honor Code and has served on the Honor Council since its inception. In recent years, he served a term in the University Faculty Senate and has been a member of the Education Council in the School of Medicine since the Education Council's inception in 1990.

My friendship and respect for Professor Straw is born from the work we have done together on the reform of the medical school curriculum by the Education Council. His knowledge of problem-based learning and his long-term experience in managing interdisciplinary courses which meld the basic and clinical medical sciences has made him one of the most respected educators in the medical school. His advice was crucial in introducing small-group teaching into the medical school curriculum. I will personally miss the opportunity to work with him.

Professor Straw is admired and respected by his colleagues and the thousands of medical students who have benefitted from his devotion to research and teaching. We wish him all the best in his new endeavors.



Frank J. Slaby
Associate Professor of
Anatomy and Cell Biology

**A TRIBUTE TO JAMES FRANKLIN BURKS
PROFESSOR OF FRENCH**

James Franklin Burks is retiring as Professor of French and Chair of the Department of Romance Languages and Literatures at The George Washington University. He received his B.A. and M.A. from the University of Cincinnati and his Ph.D. from Indiana University. He has been a member of the faculty of The George Washington University for 31 years.

Professor Burks served for four years on the Faculty Senate. He was Chair of the Libraries Committee for one year and Chair of Administrative Matters as They Affect the Faculty Committee for two years. He has been active in the growth and development of the Department of Romance Languages and Literatures as well as in the Columbian School.

A Fulbright grant to France determined Jim's taste for everything French, mostly friends, but also food, art, theatre, and Paris. Jim is a bon vivant, and that makes him particularly expert at helping students enjoy aspects of the literature of the Middle Ages and Renaissance not easily accessible to them.

We wish him well in this next phase of his life.

**Diane M. Brewer
Associate Professor of Speech and Hearing**

May 9, 1997

A TRIBUTE TO PAUL BERNARD MALONE III

Paul Bernard Malone III came to The George Washington University in 1978 upon retirement from the U.S. Army in the grade of colonel, after a severe gunshot wound (sustained while commanding an aviation battalion in the extraction of an ambushed infantry battalion in the Vietnam War) resulted in a reorientation of his military career and a shift in professional specialization to executive-level education and development. His educational achievements include a B.S. degree from the U.S. Military Academy at West Point, and M.S. and Doctor of Business Administration degrees from The George Washington University. Additionally, he is a graduate of the Armed Forces Staff College and the National War College.

During Professor Malone's 19-year history with the University, he has served as Assistant Dean for Undergraduate Programs, Assistant Dean for Graduate Programs, and Director of the Human Resources Management Program in the School of Business and Public Management. He has served the University community extensively, including Faculty Senate service from 1986 to 1988, and Chair of the Faculty Senate Honors and Academic Convocations Committee. He has served as faculty advisor to numerous student organizations, was the recipient of the University Alumni Service Award in 1982, and of the SBPM Senior Teaching Award in 1996.

Well known for his books on leadership and his contributions on the effective use of humor, he is highly-regarded by his students and his colleagues for his enthusiasm and ability to make learning interesting, stimulating, and enjoyable. It is with great respect, admiration, and gratitude that his colleagues wish him the very best in this next phase of his life.

Philip W. Wirtz
Professor of Management Science and of Psychology

Faculty Senate Meeting
May 2, 1997

THE HISTORY OF THE UNITED STATES

The history of the United States is a story of growth and change. From the first settlers to the present day, the nation has evolved through various stages of development. The early years were marked by exploration and settlement, followed by a period of rapid expansion and industrialization. The American Revolution and the Civil War were pivotal moments in the nation's history, shaping its identity and values. The 20th century brought significant social and political changes, including the rise of the American Dream and the challenges of the Cold War. Today, the United States continues to grow and adapt to a globalized world.

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REPORT OF THE EXECUTIVE COMMITTEE
MAY 9, 1997
PROFESSOR LILIE F. ROBINSON, CHAIR

Before presenting my report, I would like to thank President Trachtenberg (in his absence) for providing refreshments for this meeting. I would also like to welcome the new members of the Senate. I look forward to working with all of you.

On behalf of the Executive Committee, I have the following brief report:

I. RESOLUTIONS

The Faculty Senate acted upon fifteen resolutions during the 1996-97 Session. These resolutions have been forwarded to the President for his response.

2. ANNUAL REPORTS

Chairs of Senate Standing Committees for the 1996-97 Session who have not yet submitted Annual Reports of their respective Committees are asked to do so for distribution with the minutes of today's meeting. The Executive Committee urges the new Committees to begin their work as soon as possible and hopefully by the beginning of the fall semester. Mission Statements for each Committee will be sent to Committee Chairs from the Senate Office in due course. It would also be highly advisable that outgoing chairs meet with new chairs to discuss pending matters and transmit committee files.

3. OTHER SENATE MATTERS

A Resolution to Provide Procedural Guidance on Extended Unpaid Leaves of Absence has been received by the Executive Committee from the Appointment, Salary, and Promotion Policies Committee. This Resolution is a new version of the original Resolution and a substitute Resolution, both of which were tabled by the Senate at its April 11th meeting. The new Resolution will be a matter for Senate discussion in the fall, subsequent to its consideration by the Committee on Professional Ethics and Academic Freedom and the Appointment, Salary and Promotion Policy Committee.

Another resolution concerning the establishment of interdisciplinary programs has been received by the Executive Committee. Upon approval

by the appropriate Senate Committees, this resolution will also be brought to the Senate in the fall.

The Executive Committee has also been advised that tenured members of the faculty will be receiving their salary notification letter in November, rather than two letters, one dealing with reappointment, and the other with salary. Non-tenured faculty will continue to receive a reappointment letter in May, and their salary notification letter in November.

I wish to extend my best wishes to the Senate members for a healthy and productive summer. The next regular Senate meeting is scheduled for September 12, 1997.

Thank you.

THE GEORGE WASHINGTON UNIVERSITY
Washington, DC

The Faculty Senate

April 28, 1997

The Faculty Senate will meet on Friday, May 9, 1997, at 2:10 p.m., in the Elliott Room, University Club, 3rd Floor, Marvin Center. (This is the first meeting of the new 1997-98 Session.)

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of April 11, 1997, as distributed.
3. Resolutions:
 - (a) A RESOLUTION TO AMEND THE BYLAWS OF THE FACULTY SENATE (97/1) with accompanying Report; Professor Emeritus Peter P. Hill, Convenor, Special Committee (Resolution 97/1 and Report attached)
 - (b) A RESOLUTION TO RE-AFFIRM THE POLICY ON CONFLICT OF INTEREST FOR FACULTY MEMBERS OF THE GEORGE WASHINGTON UNIVERSITY AND TO ENDORSE THE PROCEDURES FOR REVIEW OF POSSIBLE FACULTY CONFLICTS OF INTEREST (97/2) with accompanying Report; Professor Robert J. Harrington, Chair, Special Committee (Resolution 97/2 with Report attached)
 - (c) A RESOLUTION REGARDING NONDISCRIMINATION (97/3); Professor Lilien F. Robinson, Chair, Professional Ethics and Academic Freedom Committee (Resolution 97/3 attached)
 - (d) A RESOLUTION EXPRESSING SUPPORT OF PROPOSED CHANGES IN THE POLICIES OF THE GELMAN LIBRARY REGARDING ACCESS AND CIRCULATION (97/4) with accompanying Report; Professor Keith E. Smith, Chair, Libraries Committee (Resolution 97/4 with Report attached)
4. Introduction of Resolutions
5. Final Report of the Joint Faculty-Administration Task Force on Retirement Opportunities and Incentives to Faculty; Professor Murli M. Gupta, Co-Chair (Final Report attached)
6. General Business:
 - (a) Approval of dates for regular Senate meetings in the 1997-98 Session recommended by the Executive Committee, as follows: May 9, 1997, September 12, 1997, October 17, 1997, November 14, 1997, December 12, 1997, January 16, 1998, March 13, 1998, March 13, 1998, and April 10, 1998
 - (b) Nomination for appointment by the President of the Faculty Senate Parliamentarian for the 1997-98 Session (nominee to be announced)
 - (c) Nomination for election of Chairs and members of Faculty Senate Standing Committees for the 1997-98 Session (list to be distributed at meeting)

6. General Business (cont'd)

(d) Nomination for appointment by the President to the following Administrative Committees: Committee on University Bookstore: David A. Rowley, Stephen McGraw, and Harry E. Yeide; GW Forum: Debra Bruno, Editor-in-Chief, Michael Moses, and Jeffrey L. Stephanic; Safety and Security Advisory Committee: Brian J. Maguire, Patricia A. Sullivan, and Gregory Ludlow, Chair, Senate Committee on Physical Facilities; Space Committee: Bradley W. Sabelli and Gregory Ludlow, Chair, Senate Committee on Physical Facilities; Joint Committee of Faculty and Students: Laura S. Youens, Faculty Co-Chair; Hugh L. Agnew, Barbara Detrick, Jonathan D. Fife, Joan R. Regnell, Bradley W. Sabelli, and Rodica Simion

(e) Nomination for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: Lilien F. Robinson; Trustees' Committee on Student Affairs: Laura S. Youens; Trustees' Committee on University Development: Robert J. Harrington; Trustees' Committee on External Affairs: Yvonne Coptain and Alumni Affairs: William B. Kruppeth

(f) Nomination for election by the Faculty Senate of Professor John G. Boswell to the Board of Trustees of the Consortium of Universities for a three-year term

(g) Nomination for election by the Faculty Senate to the Panel for Student Grievance Review Committee: Andrew Altman, Jorge Garcia, Margaret R. Kirkland, W. Douglas Maurer, Michael J. Peck, Terrence M. Phillips, Joan R. Regnell, Linda L. Street, Max D. Ticktin, and Catherine Turley

(h) Report of the Executive Committee: Professor Lilien F. Robinson, Chair

(i) Annual Reports from Senate Standing Committees

(j) Tributes

7. Brief Statements (and Questions)

8. Adjournment

Brian Selinsky

Brian Selinsky
Secretary

THE GEORGE WASHINGTON UNIVERSITY
THE FACULTY SENATE - 1997-98 SESSION

The Faculty Senate meetings for the 1997-98 Session will be held on the second Friday of each month (exceptions: October and January) as follows:

May 9, 1997
September 12, 1997
October 17, 1997
November 14, 1997
December 12, 1997

January 16, 1998
February 13, 1998
March 13, 1998
April 10, 1998
The 1998-99 Session
begins on May 8, 1998

Phone Ex Officio Member (stated by the Faculty Organization Plan)
6500 Trachtenberg, Stephen Joel President

Phone Administrative Members (stated by the Faculty Organization Plan)
6510 Lehman, Donald R. Vice President for Academic Affairs
6393 Selinsky, Brian P. Registrar
 (Appointed by the President):
6130 Caress, Edward A. Dean, Interim, Columbian School of Arts & Sci.
6380 Fowler, F. David Dean, School of Business & Public Management
6288 Friedenthal, Jack H. Dean, GW Law School
6080 Mazzuchi, Thomas A. Dean, Interim, School of Engineering & App. Sc.
6161 Futrell, Mary H. Dean, Graduate School of Education & Human Dev.
6241 Harding, Harry Dean, Elliott School of International Affairs
2987 Keimowitz, Robert I. Dean of the Medical School and Health Sciences

Parliamentarian

<u>Phone</u>	<u>Faculty Members</u>	<u>Term Expires</u>	<u>School or College</u>
61	Agnew, Hugh L.	1998	International Affairs
7117	Boswell, John G.	1999	Education and Human Development
7078	Captain, Yvonne	1998	Columbian School
1510	Castleberry, Michael S.	1998	Education and Human Development
8417	Cawley, James F.	1999	Medical Center
6265	Griffith, William B.	1998	Columbian School
4857	Gupta, Murli M.	1999	Columbian School
7153	Harrald, John R.	1999	Engineering and Applied Science
3158	Harrington, Robert J.	1998	Engineering and Applied Science
9471	Johnston, Gerald P.	1998	GW Law School
7186	Kahn, Walter K.	1998	Engineering and Applied Science
6312	Ludlow, Gregory	1998	Columbian School
6174	Lynch, Sharon H.	1999	Education and Human Development
6515	McAleavey, David W.	1999	Columbian School
4804	Peroni, Robert	1999	GW Law School
7094	Robinson, Lilien F.	1998	Columbian School
59-261	Seale, William E.	1999	Business and Public Management
6808	Silber, David E.	1999	Columbian School
4717	Simon, Gary L.	1999	Medical Center
8813	Slaby, Frank J.	1998	Medical Center
7461	Smith, Keith E.	1998	Business and Public Management
7412	Sodaro, Michael J.	1999	International Affairs
6753	Solomon, Lewis D.	1998	GW Law School
6369	Wirtz, Philip W.	1999	Business and Public Management
6755	Yezer, Anthony M.	1999	Columbian School
9001	Youens, Laura S.	1998	Columbian School

A RESOLUTION TO AMEND THE BYLAWS OF THE FACULTY SENATE (97/1)

WHEREAS, Members and Committees of the Faculty Senate must have the freedom to exercise their independent judgments when discharging the legislative and oversight responsibilities conferred on them by the Faculty Organization Plan; and

WHEREAS, Members and Committees of the Faculty Senate may be questioned by their constituents for any perceived failure to comply with Senate rules and procedures; and

WHEREAS, the Faculty Organization Plan does not now provide for hearing such complaints; and

WHEREAS, the full Senate, as the parent body, is the proper forum for hearing and disposing of such complaints, NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the Senate Bylaws be amended by adding the following as subsection (d) to Section 7. Debates:

(1) At the end of general business at a regular meeting, any member of faculty may bring to the attention of the Senate any action by a member or a committee of the Senate that he or she believes to be a failure to follow Senate rules or procedures.

(2) The Senate will recommend an appropriate remedy should a violation be found to have occurred.

(3) In no instance may such action be the subject of a grievance as defined by the Faculty Code.

Special Committee
April 1997

10 April 1997

Report of the three-person special committee charged by Resolution (96/9) to draft language to amend the Senate Bylaws in ways that define the responsibilities of elected Senate Members and Senate Committees whose actions may be questioned.

This Special Committee has its origin in a faculty member's attempt to assert a grievance against the Executive Committee alleging that the Committee did not adhere to correct procedures in a grievance case against that member.

Without addressing the merits of this allegation, the Special Committee sought to determine whether a distinction might be drawn between an alleged injury to rights of a personal or professional nature (for which the Code provides formal remedies), and a complaint based on an allegation of procedural violations by a member or a Committee of the Senate (for which the Senate itself should provide a remedy).

Central to this inquiry was the question of whether a Committee (or a member) of the Senate could or should be subject to formal grievance proceedings for actions taken in pursuance of those legislative and oversight responsibilities with which they are charged by the Faculty Organization Plan.

Although the Special Committee can envision a "procedural violation" so grave as to affect rights of a personal or professional nature, it concludes that in most instances, allegations of procedural violations come under the heading of complaints which the Senate itself should deal with and should not be grievable under the Code. In support of this conclusion, the Committee cites two principles:

(1) that to preserve their independence, the elected members of faculty governance should not be held answerable for actions which are procedurally correct.

(2) that as a public body whose constituents have a right to question whether a member of the Senate or Committee of the Senate has properly followed Senate rules or procedures, the full Senate is the proper forum for raising such questions.

Thus, the first resolving clause offers a place in the agenda of regular Senate meetings for persons who may wish to raise such questions. By implication, the Senate may take whatever consequent actions are permitted to self-governing bodies, including those which, in the instance of an adverse finding, might take the form of disciplining its membership.

The third resolving clause may go too far in according immunity to Senate members and committees. The Special Committee believes that a thorough debate on the merits of this clause on the floor of the Senate will determine its advisability.

The Special Committee notes, in passing, that although the Faculty Organization Plan accords certain "legislative" functions to the Senate, the Plan makes no mention of what might be called the "administrative judicial" functions which an evolving Faculty Code has thrust upon it. The Committee refers specifically to the Executive Committee's Code-mandated dealings with grievance mediators and the membership of the Dispute Resolution Committee. This relationship, though seemingly perfunctory, contains certain imprecisions and has a potential for the Executive Committee's crossing the line between administering and passing judgment. We believe that the Special Committee, chaired by Professor Cheh and charged to propose revisions to the Code's grievance procedures, should consider ways to distance the Senate from those procedures.

Respectfully submitted:

Christopher J. Deering
Peter P. Hill
Harry E. Yeide

THE GEORGE WASHINGTON UNIVERSITY

FACULTY SENATE

A RESOLUTION TO RE-AFFIRM THE POLICY ON CONFLICT OF INTEREST FOR FACULTY MEMBERS OF THE GEORGE WASHINGTON UNIVERSITY AND TO ENDORSE THE PROCEDURES FOR REVIEW OF POSSIBLE FACULTY CONFLICTS OF INTEREST (97/2)

WHEREAS the Board of Trustees of The George Washington University requested that the Faculty Senate draft a Conflict of Interest Policy for review by the Academic Affairs Committee at its February 14, 1997 meeting; and

WHEREAS a reconstituted special faculty committee was elected by the Faculty Senate at its November 15, 1996 meeting; and

WHEREAS the special faculty committee has presented its report to the Faculty Senate at its meeting on May 9, 1997; **NOW THEREFORE**

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- 1. That the existing Policy on Conflict of Interest, as endorsed by Resolution 89/6, and subsequently adopted by the Board of Trustees be re-affirmed; and**
- 2. That the Senate endorse the attached Procedures for Review of Possible Faculty Conflicts of Interest.**

**Special Committee of the Faculty Senate on Policy on Conflict of Interest
R.J. Harrington, April 22, 1997**

THE GEORGE WASHINGTON UNIVERSITY

FACULTY SENATE

AD HOC COMMITTEE ON 'A CONFLICT OF INTEREST POLICY FOR FACULTY'

Final Report

I. Composition of the Committee

The committee was comprised of the following faculty members:

Professors J. Cordes (CSAS), M. Elgart (SMHS), R. Harrington, (Chair), (SEAS), G. Johnston (GWLS), T. Morgan (GWLS), R. Mueller (GSEHD), J. Pelzman (ESIA), L. Robinson (CSAS) & P. Wirtz (SBPM)

This was a re-constituted committee as elected at the Faculty Senate meeting of November 15, 1996. The members of the committee had all been members of the original joint faculty and administration committee previously constituted during the 1995/96 Academic year. This original committee had been established by Faculty Senate Resolution (95/5)

II. Charge of the Committee

The committee was charged with developing a Conflict of Interest Policy for Faculty.

III. Recommendations of the Committee

The committee saw its charge as in two separate tasks viz:

- (a) Develop a Conflict of Interest Policy for all Faculty at the University consistent with the Conflict of Interest Policies for the Board of Trustees and for Members of the Administration already in force or proposed.
- (b) Develop a set of Procedures for Review of Possible Faculty Conflicts of Interest consistent with the Conflict of Interest Policy, developed as in (a).

After much discussion, and based on previous deliberations of the Joint Administration/Faculty committee, it was agreed to continue with the existing Conflict of Interest Policy in force from the adoption on January 19, 1990 of the Faculty Senate Resolution 89/6. The Policy on Conflict of Interest referred to in that resolution is included with this report as Appendix I.

The question of Procedures for Review was then taken up by the committee which requested Professor Morgan of the GW Law School, a member of the committee and a recognized expert on legal issues relating to Conflicts of Interest, to draft a set of Procedures. At a subsequent meeting, Professor Morgan's draft was discussed. The committee endorsed the draft and requested the Chair to communicate with the Academic Affairs Committee of the Board of Trustees for their reaction to the draft. The chair, at the invitation of the Chair of the Academic Affairs committee of the Board of Trustees, Mr. E. Grebow, provided the Board of Trustees with a copy of the draft Procedures and made a presentation to the Academic Affairs Committee. Subsequently, the chair received a brief written statement from the Academic Affairs committee of the Board commenting on the draft Procedures which the committee then deliberated on. A new document, herewith attached as Appendix II of this report, which this committee proposes as 'Procedures for Review of Possible Faculty Conflicts of Interest', was produced as a result of the comments made by the Board of Trustees.

APPENDIX I

A POLICY ON CONFLICT OF INTEREST

Conflicts of interest are a universal fact of life; they occur when the fulfillment of an obligation, commitment, or responsibility makes it difficult or impossible to fulfill other obligations, commitments, or responsibilities. They obviously may differ in extent or degree. The goal of any institution cannot be to eliminate all conflicts of interest. Rather it should be to establish boundaries within which conflicts of interest are tolerable and beyond which they are intolerable.

A cornerstone for understanding must include the principle that "...faculty shall have a primary responsibility of devoting their time, thought, and energy to service of the University" [FC III F]. At the same time and of no less importance is a faculty member's responsibility to further his/her own professional development and the goals of his/her professional discipline. Under normal circumstances a faculty member's participation in the activities of governmental, industrial, and professional institutions is consistent with the academic interests of the University as well as those of the faculty member.

The activities of the faculty shall be conducted in a manner that avoids conflicts of interest. There are at least four types of conflicts of interest that may require review; these occur when:

- 1) the University is deprived of the appropriate (compensated) time and effort of the faculty member due to external commitments;
- 2) substantial use is made of human and material resources of the University for non-University purposes;
- 3) the faculty member's extra-university activities affect his/her objectivity in carrying out academic responsibilities, or compromise basic scholarly activity or freedom of action; and
- 4) the University is deprived of its appropriate potential financial gain.

Examples of the various types of conflicts of interest noted above include the following:

1. Conflicts of interest that may arise from time/effort considerations:

- a) exceeding the equivalent of the "one day a week" rule allowed by the Faculty Handbook;
- b) accepting obligations that regularly conflict with

scheduled classes or other academic responsibilities.

2. Conflicts of interest that may involve misallocation of University resources:

- a) using University equipment, supplies, personnel, and other facilities and resources for activities that yield financial benefit to the faculty member and not the University;
- b) when outside financial incentives distort scholarly activity or the shaping of academic goals.

3. Conflicts of interest that may arise and may impair objectivity:

- a) receiving support from an institution in which the faculty member or a close friend or relative has a substantial financial interest;
- b) hiring of a family member or of a student enrolled in his/her course;
- c) entering into an agreement that precludes normal scholarly publication or public discussion;
- d) when a faculty member has a relationship (as, e.g., consultant, advisor, owner, or shareholder) to an outside organization that is conducting business with the University.

4. Conflicts of interest that may arise from the University's loss of appropriate financial benefits:

- a) when a faculty member seeks to obtain research support in a manner that substantially undermines the responsibilities of the Office of Sponsored Research;
- b) whenever an outside commitment provides to an individual or organization other than the university for intellectual or tangible property rights in the way of patent ownership or licensing that ought to accrue to the University.

Although the examples given above describe conflicts a faculty member may voluntarily face, consideration needs to be given to conflicts that may arise from pressures of the University. Two examples are:

- a) A faculty member who has summer research support might inadvertently be asked to devote substantial time to non-research activities (e.g. curriculum revision) and still be expected to sign a declaration (e.g., a government form) that 100% of his/her time was spent on the research project.
- b) In its effort to increase the financial well being of the institution, the University might encourage the pursuit of activities that will generate

income from contracts at the expense of freely
chosen disinterested research and scholarship.

Because these boundaries are fated to be somewhat arbitrary
and vague, it seems prudent to establish an approach that has two
essential elements:

(1) utilizing normal channels, faculty are encouraged to
report and to seek guidance concerning significant potential
conflicts of interest in order to ensure that the interests
of the faculty member, his/her profession, and the
University are best served; and

(2) recognizing that each school, college, or other unit has
shared and unshared areas where conflicts may occur, each
unit should devise an appropriate mechanism to review and to
resolve any lack of agreement arising from the disclosure of
potential or actual conflicts of interest.

Professional Ethics and Academic Freedom Committee
November 13, 1989

APPENDIX II

PROCEDURES FOR REVIEW OF POSSIBLE FACULTY CONFLICTS OF INTEREST

These procedures are designed to implement the Policy on Conflict of Interest adopted by the Faculty Senate of the George Washington University on January 19, 1990, which ended:

'Because these boundaries [between permitted and prohibited activity] are fated to be somewhat arbitrary and vague, it seems prudent to establish an approach that has two essential elements:

- '(i) utilizing normal channels, faculty are encouraged to report and to seek guidance concerning potential conflicts of interest in order to ensure that the interests of the faculty member, his/her profession, and the University are best served; and
- '(ii) recognizing that each school, college, or other unit has shared and unshared areas where conflicts may occur, each unit should devise an appropriate mechanism to review and to resolve any lack of agreement arising from the disclosure of potential or actual conflicts of interest.'

I. Reporting of Faculty Activities and Acknowledgment They Present No Conflict of Interest

- A. Any faculty member who believes his or her outside activities present a significant conflict of interest within the meaning of the Policy on Conflict Interest adopted by the Faculty Senate of the George Washington University on January 19, 1990 shall describe those past or proposed activities in a memorandum sent to the Dean of the faculty member's school.¹ If the Dean determines that the conduct will not or does not violate the Policy on Conflict of Interest, the faculty member shall be informed that the conduct is approved. A copy of the approval shall also be sent to the Vice President of Academic Affairs. A description of the type of conduct approved shall be made available in a form designed to give guidance to the faculty generally, but the faculty member receiving the approval shall not be identified.
- B. Such approval by the Dean shall protect the faculty member from School or University discipline for any conduct within the scope of conduct described in the memorandum. If the Faculty Code is later amended to establish a general policy that prohibits the conduct, no sanction may be imposed for previously approved conduct engaged in before that new policy was adopted, made generally known, and put into effect.
- C. It is not the object of this review process to discourage outside activities by faculty members that do not present a conflict of interest. Instead, this process is designed both to allow faculty members to undertake permissible activities without concern about later criticism and to give the University accurate information about the scope and nature of those faculty activities.

¹ In Schools organized by Departments, the Dean may delegate the Dean's authority and responsibilities under these procedures to Department Heads. In Schools where that delegation has been made, the term 'Dean' in these procedures should be understood to mean 'Department Head.'

II. Procedures for Resolving Disputes About Whether Conduct Constitutes a Conflict of Interest

- A. If a Dean learns, whether from a faculty member's memorandum or otherwise, of conduct that the Dean believes presents a significant question about possible violation of the Policy on Conflict of Interest, the dean should discuss the conduct with the faculty member. If after that discussion, the Dean is still not sure the conduct is proper, the faculty member shall cease the conduct or seek a review of the matter by the School's Conflicts Consultation Committee.
- B. A School's Conflicts Consultation Committee shall be comprised of at least five faculty members of the School, elected by the faculty of the School. The function of the Committee shall be to (1) conduct a hearing if necessary to make written findings about any disputed facts, and (2) to write a reasoned opinion whether the conduct constitutes a conflict of interest.
- C. Either the Dean or the faculty member may consult a member of the Conflicts Consultation Committee informally before the matter is referred to it to discuss whether a given activity would constitute a conflict of interest, but no such informal advice should be binding on any party to the process described above. The Committee member so consulted shall not participate in the hearing or decision.
- D. If either the faculty member or the Dean is dissatisfied with the School's Conflicts Consultation Committee's opinion in B above, that determination may be appealed to the University Conflicts Resolution Panel which shall be comprised of two faculty members from each School elected from among those who also serve on the School's Committee.
- E. The University Conflicts Resolution Panel shall be bound by the factual findings of the School Conflicts Consultation Committee unless the School Committee clearly failed to consider important facts submitted to it. In other words, there ordinarily should be no new Hearing before the University Panel and no augmenting of the factual record.
- F. Members of the University Conflicts Resolution Panel from the School from whose Committee the appeal is taken may not participate in the appeal. No informal or other ex parte communication with members of the University Panel shall be permitted as to the matter that has been or may be brought before the Panel.
- G. The University Conflicts Resolution Panel shall render its report to the affected faculty member and the Dean, and to the Vice President for Academic Affairs. To the extent the decision is in favor of the faculty member, the University shall not sanction the conduct, except insofar as the conduct is continued thereafter being specifically prohibited by a duly-adopted Amendment to the Faculty Code.
- H. To the extent that that University Conflicts Resolution Panel's decision confirms that a faculty member's conduct has violated the Policy on Conflict of Interest any sanction imposed by the Vice President for Academic Affairs must be consistent with the substantive and procedural requirements of the Faculty Code.

A RESOLUTION REGARDING NONDISCRIMINATION (97/3)

WHEREAS, as a matter of stated policy, The George Washington University does not discriminate on the basis of sexual orientation; and

WHEREAS, The George Washington University is subject to the District of Columbia Human Rights Law, which proscribes discrimination on the basis of sexual orientation; and

WHEREAS, the Faculty Code does not explicitly address discrimination on the basis of sexual orientation; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the words, "sexual orientation" be inserted in Section IV.E. (page 10) of the Faculty Code to read as follows:

E. Nondiscrimination

Appointments, renewals, terminations, promotions, tenure, compensation, ^{and} all other terms and conditions of employment shall be made solely on the basis of merit and without regard to race, color, religion, sex, sexual orientation, national origin, or other considerations prohibited by law.

**Professional Ethics and Academic Freedom Committee
April 25, 1997**

A RESOLUTION EXPRESSING SUPPORT OF PROPOSED CHANGES IN THE POLICIES
OF THE GELMAN LIBRARY REGARDING ACCESS AND CIRCULATION. (97/4)

WHEREAS, the growth in the use of the facilities and services of the Gelman Library by persons not affiliated with the University has significantly burdened the capacity of the Library, lowering the level of service it can provide to the GW community; and

WHEREAS, the reasonable availability of the collection to all users is not sufficiently protected by present circulation policies; and

WHEREAS, the University Librarian and his staff have addressed these problems by drafting revised policies on access to the facility and circulation of the collection, which revised policies are attached to this resolution; and

WHEREAS, the implementation of these policies will be facilitated by the support of the faculty as expressed by its elected representatives, NOW THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON
UNIVERSITY

That the Senate supports the new policies regarding access to the Gelman Library and the circulation of its collection.

Libraries Committee
April 25, 1997

PROPOSED GELMAN LIBRARY ACCESS POLICY

March 1997

Background

Over the last several years, Gelman Library has experienced a steady growth in demand for both public services and access to the collection. One element of that growth has been increased use by the general public; that is, by persons not affiliated with GW. For instance, in the first half of FY 97 (July-December 1996), 37,757 non-GW persons entered Gelman, suggesting a projected estimated total for the year of more than 75,000 individuals.

Under current Gelman Library policy, anyone showing a photo identification of any sort is allowed to enter the building. Building Operations staff, who have responsibility for the Guard's Desk at the main entrance, spend an inordinate amount of time handing out passes to non-GW users, rather than focusing on the important duty of monitoring individuals and books exiting the building.

Once inside the building, these non-GW individuals have access to almost the same array of resources as any member of the GW faculty or student body. Although they are not allowed to check out books, they can use periodicals, reference books, the main circulating collection, photocopiers and many electronic resources. Non-GW users place an extra burden on photocopiers, microfilm readers and computer terminals, which in turn increases maintenance costs and machinery down time. They can also obtain service from librarians at the Reference Desk, Information Desk and Periodicals Desk. Because of the overall increase in demand for reference and information services, GW students and faculty seeking assistance at the Reference and Periodicals Desks frequently must compete with non-GW users for attention from the librarians on duty.

In recent years, several Gelman staff and users have been victims of thefts, at least some of which, according to the police, have been conducted by non-GW persons. With the introduction of the One-Card system on campus (scheduled for Fall 1997), Gelman will have the potential to improve control over who enters the building. As an urban university library, Gelman needs the security provided by limiting access to the building.

Recommendation

For all of these reasons, it is recommended that Gelman Library's policy be changed to limit access to the following groups:

- * GW students, faculty, staff and alumni
- * Visitors sponsored by GW faculty and staff (including National Security Archives)
- * Family members of GW faculty and staff
- * Washington Research Library Consortium students, faculty and staff
- * Friends of the University Libraries

- * School Without Walls and Anacostia High School students (accompanied by teachers)
- * Foggy Bottom Assn. and West End Assn. members
- * OCLC reciprocal borrowing program participants
- * General public users of the Government Documents collection

Non-GW persons would be encouraged to use Gelman's fee-based research and document service (GLIS).

GELMAN LIBRARY
Circulation Services Department

PROPOSED CHANGES TO CIRCULATION POLICIES

Effective customer service depends in large measure on the Library's ability to satisfy the different needs of its various users and ensure equitable access to its collections. To this end, Gelman Library proposes the following circulation policy changes which will be tested as a pilot project this summer. If the pilot project is successful, the Library expects to implement them permanently beginning with the Fall 1997 semester.

I. LOAN PERIODS

A. Faculty

Current Policy: **3 months with a rolling due date** [i.e., 3 months from the date it is charged out]

Proposed Policy: **1 semester with a fixed due date**
Example: all books taken out during the Fall semester will be due December 15; Spring semester, May 15. Books may be renewed, however, two weeks prior to these due dates, extending the loan period for another semester.

B. Graduate Students

Current Policy: **3 weeks with a rolling due date**

Proposed Policy: **1 semester with a fixed due date**

C. Undergraduate Students and All Others

Current Policy: **3 weeks with a rolling due date**

Proposed Policy: **6 weeks with a fixed due date**

II. RENEWALS

Current Policy: **Unlimited renewals provided there are no "holds" or "recalls" on the books**

Proposed Policy: **No change, except that books may be renewed for the next extended loan period 2 weeks before the due date**

III. OVERDUE BOOKS

Current Policy

Faculty: For books not returned or renewed, faculty receive overdue notices, but are not fined until delinquent book is overdue 30 days, at which point the book is considered "lost." Faculty are then charged the replacement cost of the book and a \$25 processing fee. If "lost" book is returned, all fees are waived.

Undergraduates, graduate students and all others: Subject to overdue book fines of 50 cents/day/book to a maximum fine of \$15/book. The first 3 days after due date are grace period (no fines applied until 4th day). Books not returned or renewed within 30 days after the due date are declared "lost." Students are billed for overdue book fines, lost book charges and a processing fee of \$25/book, and they are blocked from further borrowing. If unpaid, a charge is placed on their university account.

Proposed Policy:

Faculty: No change, except that, after 30 days, faculty borrowers will be blocked from further borrowing until book is returned and fines are paid or otherwise settled.

Undergraduates, graduate students and all others: No change.

IV. RECALLS

A. Policy (applies to all categories of users)

Current Policy: After a book has been charged out for 3 weeks, it is subject to recall. Borrower is notified by telephone and/or mail. Borrower has **10 days** from date of recall to return book before fines and penalties are imposed.

Proposed Policy: After a book has been charged out for **10 days**, it is subject to recall. Borrower will be notified by telephone and/or mail. Borrower will have **10 days** from date of recall to return book before fines and penalties are imposed.

B. Recall Fines/Penalties

Current Policy: All borrowers are fined 50 cents/day to a maximum of \$15. After 30 days, if recalled book is not returned, borrowing privileges of undergraduates, graduate students and others (non-faculty) are blocked until recalled book is returned and fine is settled. Faculty borrowing privileges are not blocked.

Proposed Policy: Faculty, undergraduates, graduate students and all others are fined \$10/day to a maximum of \$300. After 10 days, if recalled book is not returned, borrowing privileges of undergraduates, graduate students, faculty and all others will be blocked until recalled book is returned and fine is settled.

V. LIMITS ON NUMBER OF BOOKS CHARGED OUT

Current Policy:	Faculty	100
	Graduate Students	100
	Undergraduates	50
	Others	20

Proposed Policy:	Faculty	75
	Graduate Students	50
	Undergraduates	25
	Others	20

VI. RESERVES

Current Policy:

Loan Periods	2 Hours
	Overnight
	3 Days
Fines	\$ 1.20/hour
	\$30 Maximum
	\$ 2/day (3-day loans)

Proposed Policy: No change

Joint Faculty-Administration Task Force on Retirement Opportunities and Incentives to Faculty

Final Report

In November 1994, the Faculty Senate adopted a resolution (94/3) to establish a joint faculty-administration Task Force on Retirement Opportunities and Incentives to Faculty with a mandate to "examine the range of financial and other benefits that could be provided by the University to retiring faculty, to assess the future cost and policy implications of such benefits, and to consider the establishment of a comprehensive scheme of incentives and benefits that might be available to the retiring faculty."

In December 1994, the Senate elected the following faculty members to the Task Force: Professor Murli Gupta (Mathematics), co-chair, Professor Arthur Kirsch (Statistics), Professor John Boswell (Educational Leadership), and Professor Debra Sheldon (Accountancy). Just as he was to leave the administration, in April 1995, Vice-President for Academic Affairs Rod French appointed Vice President Walter Bortz, Vice President and Treasurer Lou Katz and General Counsel Dennis Blumer to the Task Force. Subsequently, two members of ASPP Committee, Professors Irving Katz and Jon Quitslund, joined the Task Force as observers.

The Task Force commenced its deliberations in Fall 1995 and had 5 meetings in 1995-96 with Interim VPAA Linda Salamon as co-Chair. In 1996-97, we had 3 meetings with VPAA Don Lehman as co-Chair. The faculty members of the Task Force had several subcommittee meetings as well.

Over the past two years, the Task Force examined the early retirement and tenure buyout policies at a number of institutions. We discovered that several universities have in place various types of retirement incentive plans and a number of institutions were considering establishment of such plans. (Examples of the former include University of Chicago, MIT, Columbia University and University of Pittsburgh; an example of the latter is University of Pennsylvania.)

In the past years, The George Washington University has entered into negotiations with individual faculty members and reached a number of agreements on early retirement/tenure buyout. These agreements remain confidential. A number of faculty members were concerned with the equity of this system; members of the Task Force heard from individual faculty members who were unaware that they could have approached the administration to negotiate a buyout package.

We considered factors that may be of concern to the individual faculty members contemplating retirement and the types of incentives that may encourage them to retire from the University. A proposed questionnaire to gauge faculty sentiments was discussed in our first year (1995-96) for sending out to selected faculty groups. After discussion about the possibility that such a questionnaire may raise expectations, we decided to shelve the idea.

We considered the matter of health care costs for the potential retirees. It was pointed out on several occasions that the potential exposure to substantial health care expenses might be holding back some of the potential retirees and it was concluded that the University ought to provide enhanced health care premiums for all retired faculty members upto the age of 70.

Early in the current academic year, we discussed several documents entitled *Retirement Incentive Plan Options* describing features that might to be included in a retirement incentive plan at GWU. These options included several options for terminal gratuity ranging from 50% to 100% of final year salary.

V.P. and Treasurer Katz carried out an analysis of such *Options* using CSAS as a test case. With certain assumptions, and including the terminal gratuity, the cost of replacing 15 full professors in CSAS with 15 associate professors was estimated as \$354,000 and it would have taken 4 years to recover the costs associated with the plan. We felt that the assumptions underlying these calculations were reasonable and asked that further calculations of the financial projections and reserve analyses need to be carried out as to the long term and short term costs to the University. However, we felt that a specific set of guidelines would not be satisfactory from the perspective of the individual faculty members or the administration.

At our January 1997 meeting, there was consensus that the issue of providing enhanced medical contributions for all retired faculty members needs to be separated from any retirement incentive plan. It was agreed that the University could set a policy on this matter applying solely to faculty. At our February 1997 meeting, an agreement was reached to provide all retired faculty members an enhanced medical coverage equalling the contributions the University makes for regular faculty members. This agreement reads as follows:

The contribution for retired faculty members will equal the University's contribution to that program commonly referred to and chosen by the administration as the "base plan" for the individual GW employee. The contribution will be made for retirees age 62 to 70. In 1997, the "base plan" is Blue Cross/Blue Shield PPO and the contribution is \$121.19.

It is noted that at present GW contributions to retirees' medical insurance benefit is \$40. The agreement cited represents a significant increase in the retirees' benefits.

We were on many occasions concerned with the notification issue. The Administration had, in the past, negotiated with individual faculty members confidential severance packages and it was clear that specification of any Plan was going to be considered as hindering the flexibility of the Administration. We agreed that there needs to be flexibility within certain stated guidelines.

The faculty members of the Task Force pressed for an agreement on the availability and notification of a Retirement Incentive Plan at GWU. The components of this proposed Plan were:

Availability and Notification of Retirement Incentive Plan at GWU

- (a) Consistent with the Faculty Code and Handbook, the University would make available an early retirement incentive package for eligible faculty members. This Plan will be published in the Faculty Handbook, and referenced to in the Faculty Code.
- (b) The Retirement Incentive Plan will be available to all faculty members between the ages of 62 and 66, with 10 or more years of service at GWU. The Plan will be offered within a three year window. There will also be a one year window for the faculty members over the age of 66.
- (c) The retirement incentives may include items such as a terminal gratuity, reduced

teaching load, enhanced retirement contributions, and enhanced medical insurance payments.

- (d) The Plan would not preclude any faculty member at any age from negotiating a retirement package with the administration.

VP Lehman announced at our February meeting that the Administration had placed a moratorium on negotiations of severance packages with faculty members. He stated that while the present discussions will continue until agreements have been reached, no new negotiations would be entered forthwith.

This does solve the equity issue, viz., everybody is going to be treated the same at GWU. Of course, this still leaves open the issue of finding incentives for faculty members to encourage them to consider leaving active service with the University. That work would have to be carried out in future.

Respectfully Submitted



Professor Murli Gupta, co-Chair

Members of Task Force:

Elected by Faculty Senate:

Professor Murli Gupta, Mathematics, co-Chair
 Professor Arthur Kirsch, Statistics
 Professor John Boswell, Educational Leadership
 Professor Debra Sheldon, Accountancy

Appointed by Vice President for Academic Affairs:

Don Lehman, VP for Academic Affairs, co-Chair
 Mr. Walter Bortz, VP for Admin and Info Services
 Mr. Lou Katz, VP and Treasurer
 Mr. Dennis Blumer, General Counsel

Ex-officio:

Ms. Susan Kaplan, AVP for HR
 Mr. Don Boselovic, AVP for Budget

Members of ASPP Committee:

Professor Jon Quitslund, English Dept
 Professor Irving Katz, Mathematics

April 11, 1997